

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

ANNUAL COMPLIANCE REVIEW, 2015

Docket No. ACR2015

**SECOND RESPONSE OF THE UNITED STATES POSTAL SERVICE
TO COMMISSION REQUESTS FOR ADDITIONAL INFORMATION
IN THE FY 2015 ANNUAL COMPLIANCE DETERMINATION**

(June 27, 2016)

In its Fiscal Year 2015 Annual Compliance Determination, issued on March 28, 2016, the Postal Regulatory Commission requested additional information from the Postal Service regarding several matters within ninety days. The Postal Service's responses to those requests follow. In addition, the Postal Service also responds to an item in the ACD (numbered herein as Item 5) seeking information by July 31, 2016.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

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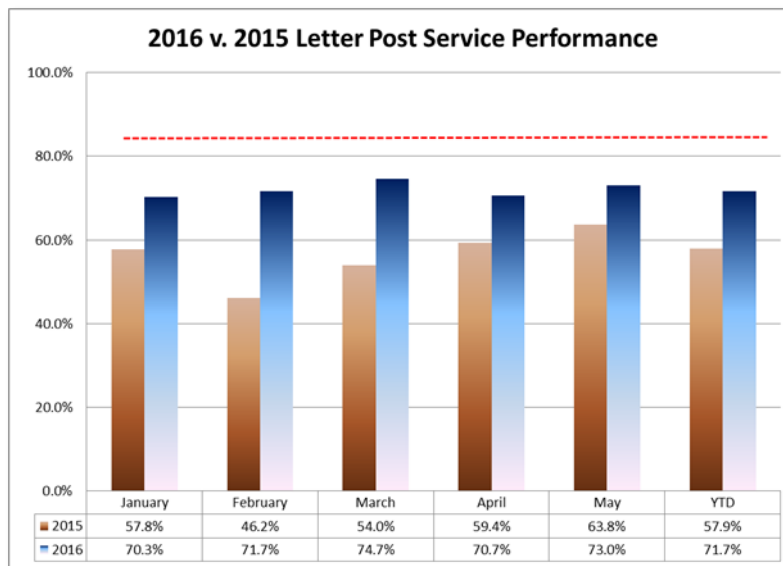
POSTAL SERVICE RESPONSES TO ACD REQUESTS

1. Inbound Letter Post

The Commission directs the Postal Service to report within 90 days of issuance of this ACD on further progress in its plans to improve on-time service performance scores for Inbound Letter Post. The Postal Service shall specifically address its progress in improving sacks processing, in negotiating at the UPU for adjustments to the sacked mail service performance standard, and the Lean Six Sigma Black Belt project. FY 2015 ACD, Chapter 3 at 72.

RESPONSE:

Significant improvement has been made in on-time service performance for Inbound Letter Post mail. The following chart displays current year performance to the same period last year (SPLY).



Progress in Improving Sacks Processing

Fifty-three percent (53%) of Inbound Letter Post volume enters the U.S. through the JFK International Service Center (ISC). These letters and flats are processed at the Morgan Processing and Distribution Center (P&DC). Two initiatives have been implemented to improve sacks processing at JFK ISC:

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- A new process was implemented at JFK ISC whereby sacks containing Letter Post mail from foreign posts are emptied into hampers. Rather than dumping, culling, facing, and placing into trays for dispatch to the processing facility at Morgan P&DC, these loose letters and flats are now transported to the Morgan P&DC in hampers. The time saved by avoiding the preparation activities at JFK ISC allows the Letter Post volumes to be dispatched to Morgan P&DC earlier. The Morgan P&DC uses the video facing feature on its automated equipment to prepare the letters and flats for processing. Monitoring by local ISC staff has shown that this initiative has reduced the volume of letters and flats missing the processing window at the Morgan P&DC.
- Another initiative implemented at all five ISCs is the change in critical entry time (CET) for letters and flats from 1700 to 1500. The CET is the latest time by which an item can arrive at an office of exchange to meet the defined service standard for processing, domestic transportation, and delivery. The Postal Service proposed this change at the UPU in July 2015. The UPU's Postal Operations Council, after favorable reviews by its Validation and Review Committee (VRC) and its Management Committee, approved the proposed change in October 2015. Under UPU regulations, the applicable CET standard should correspond to the standard of the domestic service whose charges are used for calculating terminal dues. The VRC found that the Postal Service's proposal was in accordance with the applicable standards for its domestic service and, therefore, approval of the change was warranted. The Postal Service continues to work towards having foreign posts deliver items to the ISCs by the new CET.

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Progress in Negotiating at the Universal Postal Union (UPU) for Adjustments to the Sacked Mail Service Performance Standard

After review, it was determined that this initiative would not be further pursued due to the complexities introduced into the performance measurement system arising from the need to differentiate standards for test pieces depending on the receptacle type.

Anticipated difficulty in gaining approval from the UPU membership also influenced the decision not to pursue this initiative. The change in critical entry time for Letter Post mail, described above, became the preferred alternative solution.

Progress Resulting from the Lean Six Sigma Black Belt Project

The Lean Six Sigma Black Belt Project was suspended. However, several “quick wins” (a Lean Six Sigma term referring to an already developed solution idea linked to a known root cause) identified during the process were implemented. These measures include:

- Realignment of dispatch of value (DOV) and transportation schedules for earlier movement of mail from the JFK ISC to the Morgan P&DC to expedite processing;
- Purchase of additional mail transport equipment procured to alleviate shortages at sack prep and minimize extra handlings of sacks;

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- Implementation of process using “Swim Lanes” (designated aisles on the work room floor designed to ensure that mail is processed in first-in, first-out order) to identify Letter Post volume arriving by 1500 CET and dispatch by DOV;
- Installation of seven (7) additional Radio Frequency Identification (RFID) reading points to enhance visibility of test mail and failure analysis;
- Implementation of weekly failure analysis of performance data; and
- Implementation of weekly reviews of performance data with local processing management.

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2. IMTS—Outbound and IMTS—Inbound Products:

The Commission finds that the IMTS—Outbound and IMTS—Inbound products were not in compliance with 39 U.S.C. § 3633(a)(2) in FY 2015. The Commission directs the Postal Service to report within 90 days of issuance of this ACD on the obstacles to exiting or renegotiating the agreements that comprise the IMTS—Inbound product. The Postal Service must discuss the impact of the FY 2016 price change for cost coverage of IMTS—Outbound in the FY 2016 ACR. FY 2015 ACD, Chapter 4 at 85.

RESPONSE:

The Postal Service continuously considers the usefulness and profitability of all of its competitive products. Steady decline in demand for the service, regulatory changes in the financial services market, and the availability of competitive electronic services are all important considerations in evaluating strategy for International Money Transfer Service (IMTS).

The existing agreements for the exchange of money orders with foreign postal operators arose long ago, and such agreements were executed under international law. In order to terminate or renegotiate existing agreements, a delegation of authority from the Department of State (DoS) under Circular 175 Procedure (C-175) must be secured. Securing this approval is a step that must be undertaken before the process of amending or terminating these agreements is undertaken.

In the January 2016 competitive price change, prices for Outbound IMTS were raised between 3.3 and 3.7 percent, depending on the rate cell, for Sure Money (DineroSeguro) and 5.6 percent for Outbound International Money Orders. All else equal, these increases should then raise the cost coverage of the product. The Postal

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Service is in the process of preparing fees for review by the Governors for Outbound IMTS to improve cost coverage further. If approved, the Postal Service would plan to implement these fees when other published rate changes are presented to the Commission.

Although increasing fees for outbound IMTS purchases potentially allows the outbound IMTS product to be profitable, the volume continues to decline for this service. There are currently IMTS agreements with foreign countries that have produced little or no activity in several years, and these can be examined for possible removal once a delegation of authority has been approved.

It is also very difficult to gauge cost coverage for inbound IMTS items, as not all money orders are cashed at Postal Service locations. Many are cashed at banks or other money payout locations. When it comes time to reconcile with the foreign country on the payments for the money orders, based on limited volumes and the very minimal amount per transaction received, it is more costly to do the accounting than to complete the reconciliation process. Many countries require the actual hard copy of the money order sent to them to be reimbursed for the payment. The cost to send back the hard copy money orders can exceed the total payment to be gained in some instances.

Most, if not all, of the inbound IMTS agreements would need to be removed to allow any possibility of making this service profitable. However, increasing fees would lead to reduced usage and probably lead to the elimination of this service being offered.

It should be noted that the current fees for Sure Money (Dinero Seguro) are already

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more expensive than other wire money transfer service providers. Although this allows the product to cover its costs per transaction, its above-market price also has led to its increased decline in volume.

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3. Inbound Parcel Post (at UPU rates) Products:

The Commission finds that the Inbound Parcel Post (at UPU rates) product was not in compliance with 39 U.S.C. § 3633(a)(2) in FY 2015. The Commission directs the Postal Service to report within 90 days of issuance of this ACD on the status of its negotiations to remove the need to secure signatures upon delivery. The Commission also recommends that the Postal Service enter into bilateral agreements with foreign postal operators with rates that are above default UPU rates to improve the net financial position of the Postal Service. FY 2015 ACD, Chapter 4 at 86-87.

RESPONSE:

The Postal Service is in the process of preparing necessary changes to information technology (IT) systems, the Mail Classification Schedule, the International Mail Manual (IMM) and other required regulatory notifications to remove the need to secure signatures upon delivery with 41 countries that have joined the new ECOMPRO E-commerce parcel delivery category, as noted in UPU Circular 52 dated April 4, 2016. Efforts to transition to ECOMPRO E-commerce parcel delivery are likely to occur in conjunction with the next price change. We believe that the operational change should result in improved cost coverage, as costs associated with obtaining signatures for Inbound Parcel Post (at UPU rates) would be eliminated. It should be further noted that the Postal Service and Canada Post eliminated this signature requirement for parcels many years ago in the context of the bilateral agreements.

Since the ACD was issued, Inbound UPU Parcel Post revenues payable to the Postal Service will increase by 5 percent for the period of July 1 to December 31, 2016 as published in a more recent UPU circular 49 issued April 4, 2016. This should also improve inbound cost coverage for both inbound Air and Surface parcels.

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Regarding the Commission's recommendation to negotiate bilateral agreements, the Postal Service plans to include the removal of signature requirements upon delivery in future bilateral negotiations.

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4. International Ancillary Services:

The Commission directs the Postal Service to report within 90 days of issuance of this ACD on the results of its examination of pricing solutions for Outbound Competitive International Registered Mail and what steps it plans to take to improve cost coverage. FY 2015 ACD, Chapter 4 at 87.

RESPONSE:

The Postal Service is in the process of preparing fees for review by the Governors that would be compensatory for Outbound Competitive Registered Mail, based on revised FY15 ICRA Report cost data presented in USPS-FY15-NP35. If approved, the Postal Service would plan to implement that fee when other published rate changes are presented to the Commission.

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5. EPG Agreement:

The Commission concludes that the entry of inbound air parcels from EPG-member countries was inconsistent with 39 U.S.C. § 407(a)(2). The Commission directs the Postal Service to inform the Commission when it has formally exited the EPG Agreement. By July 31, 2016, the Postal Service must inform the Commission of the date it formally exited the EPG Agreement or must explain why it has not exited the EPG Agreement. FY 2015 ACD, Chapter 4 at 91-92.

RESPONSE:

By operation of the terms of the EPG agreement, the Postal Service will formally exit the contract on June 30, 2016.

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6. Service Performance:

The Commission is particularly concerned with the recent dramatic decline of service performance for First-Class Mail Single-Piece Letters/Postcards with a 3-5-Day service standard and determines that First-Class Mail Single-Piece Letters/Postcards is not in compliance. The Commission directs the Postal Service to improve service for First-Class Mail Single-Piece Letters/Postcards in FY 2016. The Postal Service must provide an explanation in the FY 2016 ACR detailing specific efforts targeted to improve service performance results for First-Class Mail Single-Piece Letters/Postcards in FY 2016. Further, it must provide a detailed, comprehensive plan to improve service performance for First-Class Mail Single-Piece Letters/Postcards within 90 days of issuance of this ACD. In addition, the Postal Service must provide the following data, disaggregated by district level and service standard, in conjunction with its plan: percent of First-Class Mail Single-Piece Letters/Postcards that missed collection box pickups; percent of First-Class Mail Single-Piece Letters/Postcards where First Processing Operations (FPO) occurred one day after collection box pickup; percent of First-Class Mail Single-Piece Letters/Postcards that missed processing windows due to ground transportation constraints; percent of First-Class Mail Single-Piece Letters/Postcards that missed processing windows due to air transportation constraints; average WIP cycle time; facilities with above average WIP cycle time; and percent of First-Class Mail Single-Piece Letters/Postcards that have already missed service standard by Last Processing Operation (LPO). FY 2015 ACD, Chapter 5 at 137-138.

RESPONSE:

The detailed plan and the data requested in conjunction with the plan are included in the attached document and the appendices thereto.

SERVICE IMPROVEMENT PLAN

In its FY 2015 Annual Compliance Determination (ACD) Report (March 28, 2016), the Postal Regulatory Commission directed the United States Postal Service to provide within 90 days a detailed, comprehensive report of its plans to improve service performance for First-Class Mail Single-Piece Letters/Postcards. The Commission also directed the Postal Service to provide certain specified data, disaggregated by district level and service standard, in conjunction with that plan.

The first section of this service improvement plan is presented below in five parts that correspond to the general flow of Single-Piece First-Class Mail from collection to delivery. As appropriate, each section discusses relevant operational data referenced or requested by the Commission. The second section references several relevant operations measurement tools and metrics currently in use. Available data responsive to the Commission's specific information requests are either incorporated in the pertinent narrative sections of this report or presented in appendices.

I. First-Class Mail Single-Piece Letters/Postcards Service Improvement Plan

This Single-Piece First-Class Mail service improvement plan is being published in response to the Commission's March 28, 2016 ACD directive, but has its genesis in senior postal management's review of mail processing network operational metrics and observation of service performance trends during and shortly after the conclusion of fiscal year 2015. Many of the initiatives discussed below are a result of a November 2015 meeting among senior postal leaders from Headquarters and each Area office to focus on service improvement issues. Participants identified potential root causes of service failure and created an integrated improvement strategy for FY 2016, to drive continuous improvement towards service target goals, in a transparent manner. The strategy involves predictive analysis, which is available due to the expansion of postal data systems to include near real-time data. As data systems continue to expand, the ability to diagnose operational issues will be enhanced.

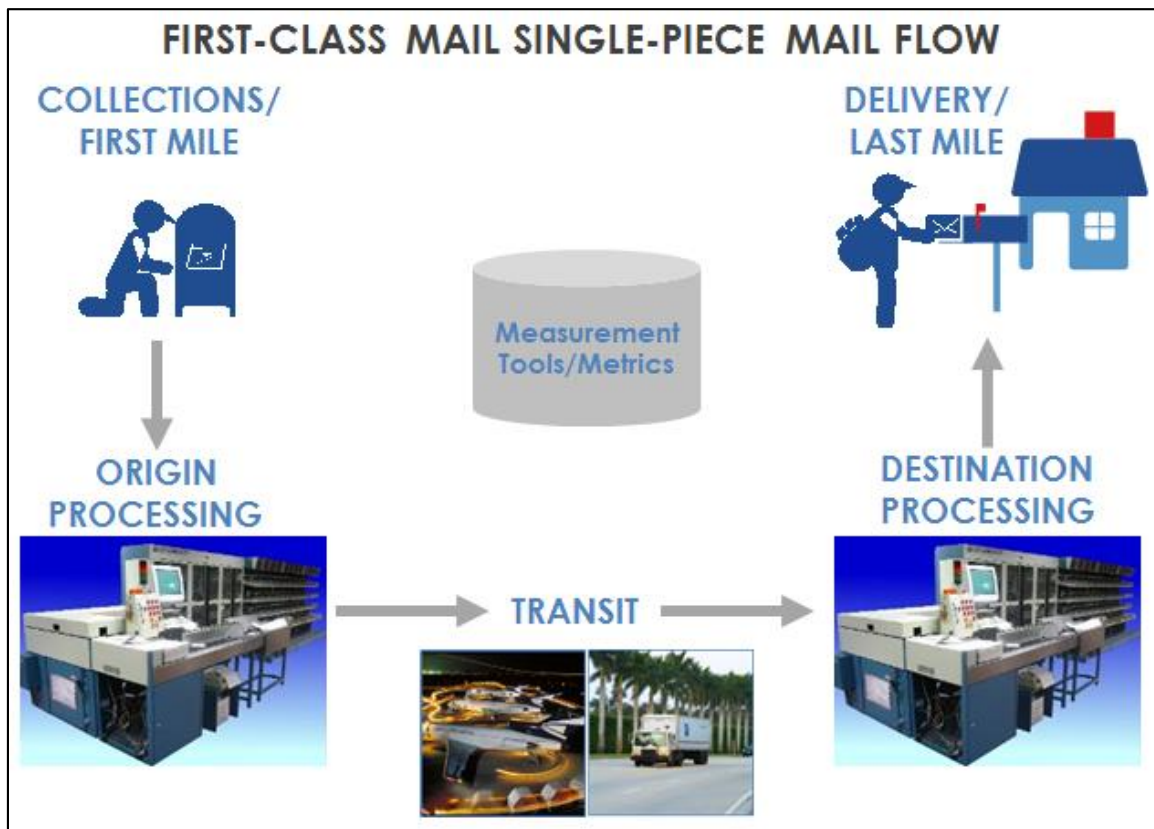
In addition to internal data systems, the Postal Service uses IBM Business Consulting Services to perform an independent service measurement for various mail classes, and results are reported via the Transit Time Measurement System (TTMS). Within TTMS, First-Class Mail Single-Piece Letters/Postcards are tested using the External First-Class (EXFC) measurement which involves inducting test pieces into the mailstream to simulate the "normal customer experience." Therefore, when TTMS data are presented

throughout the document, the percentages are the root cause failures as identified by EXFC sampled test pieces, not the total population of First-Class Mail Single-Piece Letters/Postcards; however, the EXFC percentages are intended to be representative of the total population.

The basic flow for First-Class Mail Single-Piece Letters/Postcards (see Figure 1 below) involves the following:

- A. Collections/First Mile: Consumers drop letters/postcards in collection boxes/points. The mail is collected and transported to the origin processing facility where the letters/postcards receive a cancellation mark.
- B. Origin Processing: The mail is processed on letter automation and receives an origin primary sortation and a secondary sortation (if needed) to sort the mail to the appropriate destination facility.
- C. Transit: All volume destinating outside of the local service area is transported to the destination processing facility via air or surface (ground) transportation.
- D. Destination Processing: The mail is processed on letter automation and receives a destination primary sortation and a secondary sortation to delivery point sequence or carrier-route.
- E. Delivery/Last Mile: Volume is transported to the delivery unit and postal personnel deliver the mail to the destination address.

Figure 1: First-Class Mail Single-Piece Mail Flow



A. Collections/First Mile

The Postal Service strives to minimize collection delays by monitoring collection box pickups. The Collection Point Management System (CPMS) is a national web-based database and software program that provides information to postal managers regarding the time of day any collection box/point was collected. CPMS data are generated by an employee's scan of the barcode located inside a collection box, and then near real-time transmission of the date and time of the scan to the CPMS software. Reports are generated to show the differences between the actual time a collection box/point was scanned and the posted/scheduled pickup time. CPMS also indicates if the collection box was collected early, late, or missed (in the event of no scan by the time the carrier/collector returns to the office). Additionally, the new mobile delivery device scanner transmits the location of where the CPMS scan is made providing additional validation of the scan events. Exception reports are generated daily and there is an escalation process to ensure all collection points are confirmed. Although CPMS is managed locally, there is District and Area level oversight to ensure compliance.

Collection delays are also minimized through the use of the “zero bundle” review process. A zero bundle is an EXFC test bundle in which all 2-day mailpieces fail service; 3-day pieces may or may not be on time. The review process is used when preliminary data from IBM predict a bundle failure, but also for auditing/testing purposes throughout the year to ensure process compliance by the District/Area. Although each District/Area is responsible for establishing the specifics of its “zero bundle” process, all involve a thorough investigation to analyze the mail flow from collections to cancellations and may include:

- Data reports – to show scanner history, collection point data, AM and PM unit verification, collection box maintenance, dispatch schedules and container logs, etc.
- Pictures – to document the collection box, barcode, and box label depicting collection times.
- Training records – to show employees have been trained in collection operations.
- All-Clear reports – to show each operational unit was cleared.
- Statements – obtained from collections personnel, drivers, dock personnel, supervisors, and managers.

To further minimize collection delays and prevent zero bundles from occurring, District and Area personnel have developed daily reporting requirements which include clearance documents from delivery units and mail processing plants certifying that all outbound mail has cleared their facilities. These documents, which may include CPMS reports, dispatch/receipt logs, vehicle check logs, etc., allow District-level postal managers to identify and respond to issues prior to service failures.

In order to gain additional insight into collection delays, the Postal Service is developing the Informed Visibility (IV) system. Currently under review in Docket No. PI2015-1, Informed Visibility ultimately is expected to serve as an internal service performance measurement (SPM) system for various market-dominant products, generating mailpiece data from collection to delivery. In accordance with Informed Visibility, extensive collection mail sampling allows for the generation of data on First Mile performance -- from collection and retail acceptance to initial processing. Samples are conducted by scanning live mail at collection points. Information captured by these scans includes the specific collection point, date/time and location of scan, employee, and route. This information combined with referential operational data will help identify systemic issues that impact mail flow from collection points to mail processing. For example, when mail sampled within the same geographic area, served by the same transportation, is processed late and risks not making transportation, adjustments can be made to help ensure timely processing. With added visibility and same-day reporting,

local postal managers can use aggregated data by process flow (collection point to specific mail processing operation and machines) to help identify systemic issues related to how mail, by shape and type, is handled once received at the processing facility. This helps identify operational issues between collection and the first sorting operation. The first set of preliminary IV data was generated for quarter 2 of FY 2016.

The Commission requested that the Postal Service indicate the percentage of pieces that missed collection box pickups; however, data are not collected in a manner that specifically distinguishes collection box pickup failures from other sources of collection mail delay. Accordingly, the Postal Service has no data specifically responsive to the Commission's first data request. Utilizing root cause data from TTMS, missed collection box pickups are categorized as collection delays, which also include failure to dispatch the collection mail to the processing facility or failure to cancel the mail timely. TTMS national aggregate estimates of Letters/Postcards with collection delays are shown below in Figure 2. Disaggregated data by postal administrative District are provided in Appendix A. These data show that although collection delays occur, they have a minimal adverse impact on overall service.

Figure 2: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with Collection Delays

Qtr / Svc Std	1 Day	2 Day	3-5 Day
FY16 Q2		0.17%	0.23%
FY16 Q1		0.10%	0.19%
FY15 Q4		0.09%	0.20%
FY15 Q3		0.08%	0.13%
FY15 Q2	0.18%	0.19%	0.25%
FY15 Q1	0.20%	0.08%	0.14%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

B. Origin Processing

Once First-Class Mail Single-Piece Letters/Postcards have been processed through cancellation equipment, the next potential source of delay occurs during origin processing. To ensure timely processing and assignment of originating volumes, the Postal Service is utilizing the 24-hour processing clock metrics to identify issues with completing all origin activities. Reports (see Figure 3) are generated to show the percentage of mail completed by the established clearance time for cancellations, outgoing primary (OGP) and outgoing secondary (OGS) operations, and mail assignments to the air network. Data are available on a daily basis, but are also tracked as weekly trends and can be presented by postal administrative Area or District, or mail processing facility.

Figure 3: Sample of the 24-Hour Clock Weekly Trend Report



To promote timely cancellations and origin processing, the Postal Service is reviewing the volume arrival profile (VAP) at local, District, Area, and Headquarters levels to ensure mail is available. Local field personnel monitor collection docks to ensure mail is dispatched on the appropriate trips and proper separations are being made in order to expedite volumes to downstream operations. Transportation schedules are evaluated to ensure that mail availability aligns with scheduled trips from the Post Offices and Delivery Units.

For additional insight into outgoing primary and secondary operations, the Postal Service uses data from the Mail History and Tracking System (MHTS) to generate and distribute “Outgoing Primary/Secondary Clearance” reports (a sample of which is depicted in Figure 4 below). These reports show facility processing information (volume, throughput, number of machines used, last run time) and highlight the facilities which did or did not meet the clearance time goal for outgoing operations. Daily reports are generated that reflect data for each plant within each postal administrative Area and are distributed to field operations managers. Facilities not meeting clearance time goals are required to provide feedback on their performance to Area leadership along with an action plan for improvement.

Figure 4: Sample of the Outgoing Primary/Secondary Clearance Report¹

Site Name	Total Volume Fed	Thruput per Op-hr (1000)	# Mach Used	Last Run	Diff to CT	MODS Date: 2016-05-07
AFCS						
(CT 21:30)						
	46,454	17.50	1	05/07/2016 20:41	-48	
	464,045	21.33	6	05/07/2016 21:32	3	
	626,309	15.43	8	05/07/2016 21:37	8	
	189,873	19.31	3	05/07/2016 21:52	23	
	228,914	17.39	4	05/07/2016 21:53	24	
OGP						Difference AFCS - OGP
(CT 23:00)						(h:m)
	62,568	28.44	1	05/07/2016 21:35	-84	00:53
	155,524	21.81	3	05/07/2016 22:35	-24	00:42
	108,124	24.67	3	05/07/2016 22:41	-19	00:24
	207,923	23.66	3	05/07/2016 22:53	-6	00:59
	98,250	26.50	2	05/07/2016 23:05	5	00:43
	670,139	19.16	12	05/07/2016 23:34	35	02:00
	96,977	31.05	1	05/07/2016 23:47	47	00:44
OGS						>1.5 hour
(CT 23:45)						>2.0 hour
	32,944	18.92	1	05/07/2016 21:34	-130	
	11,051	13.50	1	05/07/2016 22:47	-58	
	8,008	22.88	1	05/07/2016 23:19	-25	
	15,130	20.21	1	05/07/2016 23:47	3	
	198,653	22.86	5	05/07/2016 23:54	9	
	94,486	16.29	4	05/08/2016 00:20	35	
	85,993	22.67	2	05/08/2016 00:24	39	
Targets						
Less than CT						
After CT + 15 min.						
After CT + 16 min.						
Operation Numbers						
AFCS - 004 & 015						
OGP - 271, 481 & 891						
OGS - 482 & 892						

In order to meet established clearance times, facilities must ensure that sortation equipment is utilized appropriately; therefore, the “Outgoing Machine Utilization vs. RPG” report was developed (see Figure 5 below). This report measures *actual* letter automation machine utilization compared to the *planned* utilization from the Run Plan Generator (RPG). The RPG model uses forecasted data to develop a machine schedule, including start times and throughputs, which is capable of processing all volumes by the intended clearance times. Because deviation from the RPG plan may lead to delayed origin processing, the report indicates the extent of compliance between actual and planned utilization.

¹ To enhance the Commission’s understanding, the Postal Service provides illustrative examples of actual facility-specific data reports in Figures 4-6, 8, 12, 17, 19, and 20. In each instance, the names of specific postal facilities are redacted, as the disclosure of the illustrative data would, if tied to specific facilities, consist of information of a commercial nature which under good business practice would not be publicly disclosed. 39 U.S.C. § 410(c)(2). Since the screen shots of various postal systems are provided for illustrative purposes only, and not for purposes of demonstrating compliance or to respond to a specific Commission inquiry, the Postal Service submits that the underlying, unredacted documentation need not be furnished under seal.

Figure 5: Sample of the Outgoing Machine Utilization vs. RPG Report

[illegible]

After outgoing primary and secondary operations are complete, the volume intended for air transportation must be assigned to the air network by the established clearance time of 02:30. To assist in timely mail assignments, the Postal Service implemented Tray Consolidation in quarter 1 of FY 2016, which is a national initiative to increase tray densities, thereby maximizing cube utilization. Tray Consolidation is accomplished by utilizing a “short” sort program on multiple machines to process outgoing mail and then down-flowing all low density destinations to a “long” sort program on a single machine. By having only one machine process the low density destinations, volumes are consolidated and trays are minimized. Increasing tray densities leads to reduced handlings and improved dispatch times at origin, reduced lift capacity needs, reduced handlings and improved productivities at destination, reduced network costs, and improved 3-day First-Class Mail service. Tray Consolidation is routinely measured. Data are aggregated and are utilized to generate daily “Facility Tray Weight Daily Performance” reports (see Figure 6 below), which are distributed to local managers to show the average tray weight for each facility. Other reports are available to show weekly data and trends. The reports are primarily informational and intended to promote local action as needed, but they are also discussed during Area teleconferences with the field to ensure compliance.

Figure 6: Sample of the Facility Tray Weight Daily Performance Report

Facility Tray Weight Daily Performance						
Current Week	39					
MODs Date	6/18/2016					
Northeast Area Score:	11.61		<div>← Target = 13 lbs</div>			
<div><div><10.00</div><div>10.00 - 13.00</div><div>>13.00</div></div>						
Facility Name	Total of Assigned Rounded Weight	Total of Assignment Count	Daily Average Assigned Tray Weight (lbs)	Current Week Average	Previous Week Average	Weekly Variance
	1,313	101	<div>13.00</div>	<div>13.00</div>	<div>12.61</div>	<div>↑ 0.39</div>
	6,269	568	<div>11.04</div>	<div>11.04</div>	<div>10.08</div>	<div>↑ 0.95</div>
	2,080	178	<div>11.69</div>	<div>11.69</div>	<div>11.85</div>	<div>↓ 0.16</div>
	318	26	<div>12.23</div>	<div>12.23</div>	<div>13.42</div>	<div>↓ 1.19</div>
	230	15	<div>15.33</div>	<div>15.33</div>	<div>14.74</div>	<div>↑ 0.60</div>
	9,939	783	<div>12.69</div>	<div>12.69</div>	<div>13.20</div>	<div>↓ 0.51</div>
	545	44	<div>12.39</div>	<div>12.39</div>	<div>12.63</div>	<div>↓ 0.25</div>
	3,926	311	<div>12.62</div>	<div>12.62</div>	<div>11.82</div>	<div>↑ 0.80</div>
	2,457	192	<div>12.80</div>	<div>12.80</div>	<div>12.63</div>	<div>↑ 0.16</div>
	6,376	452	<div>14.11</div>	<div>14.11</div>	<div>13.00</div>	<div>↑ 1.10</div>
	8,118	750	<div>10.82</div>	<div>10.82</div>	<div>10.97</div>	<div>↓ 0.14</div>
	2,904	249	<div>11.66</div>	<div>11.66</div>	<div>10.95</div>	<div>↑ 0.71</div>
	3,080	297	<div>10.37</div>	<div>10.37</div>	<div>10.48</div>	<div>↓ 0.11</div>
	1,621	239	<div>6.78</div>	<div>6.78</div>	<div>7.97</div>	<div>↓ 1.19</div>
	1,429	111	<div>12.87</div>	<div>12.87</div>	<div>12.32</div>	<div>↑ 0.55</div>
	1,367	169	<div>8.09</div>	<div>8.09</div>	<div>13.39</div>	<div>↓ 5.30</div>
	1,627	133	<div>12.23</div>	<div>12.23</div>	<div>12.77</div>	<div>↓ 0.54</div>
	160	12	<div>13.33</div>	<div>13.33</div>	<div>10.93</div>	<div>↑ 2.40</div>

For specific mail processing plants that do not meet outgoing clearance goals, Headquarters and Area personnel assist by deploying service improvement teams to help identify and address the root cause of failure. Partnering with the sites, the improvement teams use Lean Management tools to trace the mail flow and help identify problems and potential solutions.

Informed Visibility will also assist with timely origin processing by providing insight into the real-time status of key processing areas, which helps to increase processing efficiencies and identify bottlenecks. IV data will provide information on processing throughputs, cycle times, mail at risk of service performance failure, and processing performance.

The Commission requested the percentage of pieces where first processing operations (FPO) occurred one day after collections; however, the Postal Service categorizes FPO associated failures (i.e., origin processing delays) as pieces: (1) processed on secondary operations after 0:00 on the day of induction; or (2) processed on primary operations after 23:00 on the day of induction and receiving no secondary scan. The TTMS national aggregate estimates of Letters/Postcards with origin processing delays is shown below in Figure 7; disaggregated data by District is provided in Appendix B.

Figure 7: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with Origin Processing Delays

Qtr / Svc Std	1 Day	2 Day	3-5 Day
FY16 Q2		0.20%	2.68%
FY16 Q1		0.30%	3.54%
FY15 Q4		0.14%	1.57%
FY15 Q3		0.15%	2.40%
FY15 Q2	0.11%	0.24%	4.57%
FY15 Q1	0.12%	0.17%	1.47%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

C. Transit

The Postal Service's strategy for improving transit-related delays is multi-faceted and is summarized as follows:

- Ensure timely transfer of volumes between the Postal Service and air transportation providers. One of the possible failure points at the origin is the hand-off from the Postal Service to the air transportation provider. In many cases, there is an intermediary operator that containerizes and delivers the mail to the airline(s) in question. Increased oversight by postal personnel at key locations has resulted in the ability to identify potential failures before they occur, and improved communication among all parties. Postal liaisons share their observations with Headquarters, local postal facilities, and air suppliers to correct deficiencies and improve the presentation of the mail to air carriers. Recent efforts to improve the visibility of mail handoff between the air carriers and the Postal Service are underway, utilizing barcode scanning technology to identify the actual tender and retrieval of mail products from the air carrier locations. This project is currently in the pilot stage, but will be rapidly expanding over the coming months.
- Ensure routings are service-responsive. In the fall of 2015, the Postal Service initiated a review of its Transportation Optimization Planning System software that controls the availability of routings. This review identified a defect that allowed for the generation of routings that increased the risk of service failure. Corrective measures have been put in place to ensure that automatically generated routings are service responsive.
- Secure additional air capacity. During FY2015 and into FY2016, the Postal Service collaborated with existing air transportation service providers to augment

the air capacity available for mail transportation. In addition, new air service providers were evaluated and utilized in select segments. Additional services such as chartered flights were contracted when needed to target critical network segments. Contracted air capacity is regularly reviewed against usage to determine if shifts between segments are possible and warranted. The on-time performance of transportation providers is tracked on a segment-by-segment basis and routings are shifted to other providers if poor performance is demonstrated. These efforts have helped minimize the impact of air capacity constraints on service performance, and will continue to do so in 2016 and beyond.

- Align air capacity with product types. The mail that uses air transportation is made up of different product types and shapes. Each of these has differing processing requirements and timeframes. Aligning the processing needs/windows of the various products with specific air network segments improves network utilization and reduces the impact of provider constraints in certain instances. For example, First-Class Mail packages have a later Critical Entry Time (CET) at the destination office due to fewer handlings as compared to First-Class Mail letters/postcards. Segregating the mail by product type allows the Postal Service to utilize surface transportation for products with a later CET and alleviates capacity constraints on the air network, thereby reducing the risk of delays.
- Establish direct transportation between sites where possible. The strategy is to bypass Surface Transfer Centers (STCs) where justified by volume. Initially after the service standard changes in January 2015, the STCs were overburdened with processing volume that should have utilized point-to-point routings, instead of the STC, as the default routing. Since that time, routes have been identified to establish point-to-point transportation where possible to remove volume from the STC network in support of applicable 2-day service standards. In addition, where direct transportation is not feasible, the Postal Service has identified critical connections in the STC network and implemented direct containerization to expedite handling of mail volume through the STC facility.
- Eliminate late surface transportation. Critically late trips are defined as those surface routings that experience delays of four hours or more. These delays result from such issues as postal dock operation errors, or surface transportation contractor mechanical problems or scheduling conflicts. The Postal Service continues to utilize Surface Visibility (SV) scanning and the Transportation

Information Management Evaluation System (TIMES) to identify and track late highway contract trips daily; when needed, corrective action is taken. With new reports that have better diagnostic capabilities, the Postal Service is able to identify potential root causes more quickly than in the past. Resolving these delays will improve the arrival of mail at the destination processing site to meet the CET.

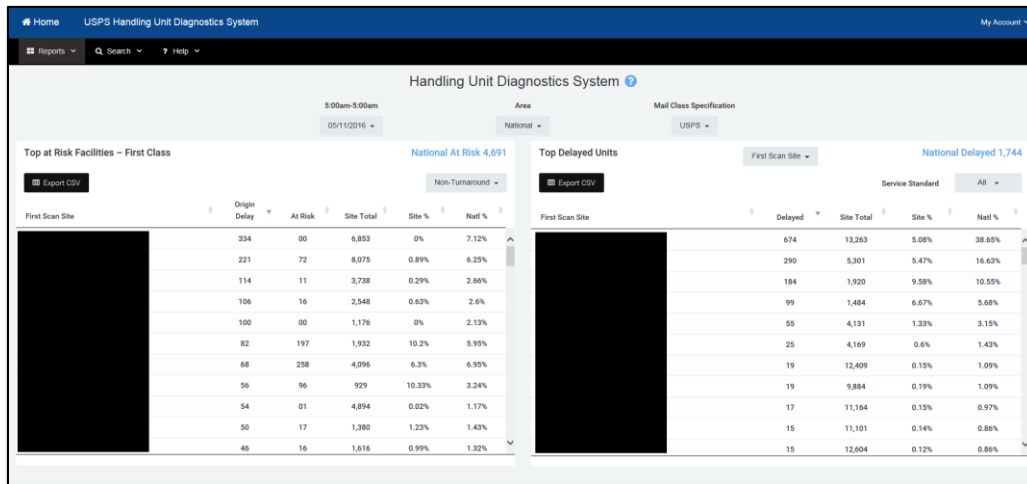
- Optimize the Surface Transportation Center network. This strategy involves evaluation of the entire STC network and will provide a basis for making changes as needed to optimize the routing and reach of the surface (ground) network. It is currently under development and involves extensive site-specific modeling and cost evaluations. The STC optimization model will help reduce the total miles/trips currently in the surface network by consolidating underutilized trips and creating a dedicated STC network. The STC model is expected to help identify concentration points where mail can be consolidated to maximize container utilization and reduce overall equipment costs.
- Identify root cause(s) of breakdowns in the transit process. In the application of Lean Management tools, the Postal Service is using the A3 Problem Solving template to more quickly identify root causes and implement solutions. This process had already been implemented for the analysis of “zero bundles” associated with External First-Class Mail (EXFC) measurement, but is being expanded to other applications including the mail transit process. Whenever issues are identified in specific locations or transportation segments, the sites involved use the process to analyze the issue and identify and pilot solutions. In quarter 3 of FY 2016, the Postal Service is expanding these reviews to the top 10 volume-based transit lanes in the country to drive compliance, accountability, and to ensure usage of dashboard information provided.
- Establish operational times to expand processing windows. This strategy involves reviewing the product specific processing windows at facilities to determine if Critical Entry Times (CETs) used internally could be changed to expand the transit windows. New CETs are being implemented during quarter 3 of FY 2016. These new times are expected to maximize the transit time allowed between origin and destination facilities, while still maintaining adequate processing windows to ensure timely processing and clearance of mail.
- Explore opportunities to advance mail processing when possible. One of the strategies developed prior to the January 2015 service standard changes was to

continue to process local Single-Piece First-Class Mail, when possible, for delivery the following day. This would effectively provide overnight service to mail that now has a 2-day service standard. Because mail with a 3-5 day service standard can arrive at various times in the processing window, the Postal Service has decided to expand the concept to include advancing 3-5 day First-Class Mail as well, when possible. In FY 2016, this initiative has been put into effect and is measured utilizing the MHTS system. So far, over 11 percent of the 2-day mail and 5 percent of the 3-5 day mail is being processed in a manner that enhances the opportunity for delivery before the date implied by the applicable service standard.

- Develop additional intelligence from data. The Postal Service has developed and deployed new data dashboards for managers to utilize that link current service performance to root cause diagnostics, specifically on surface containers going through the system. These diagnostics for quarter 3 of FY 2016 helped identify root causes of transit failures. As a result, the most recent MHTS reports indicate a reduction in transit delays of 33 percent since the beginning of FY 2016. As internal expertise with data analytics grows, the Postal Service will develop additional reports for managers to improve diagnostic capabilities as close to real-time as practicable.
- Improve Visibility. Scanning of events during the processing and transit of mail enables the Postal Service to increase visibility. While significant progress has already been made in this area, the scanning process can still be improved. The Surface Visibility (SV) program enables mail acceptance and provides visibility of the mail by tracking containers and trailers across the surface network. In FY 2016, the scanning and printing equipment were replaced, as well as the software application. Also, the SV program was expanded from 175 to 261 processing facilities, which will provide additional visibility throughout the network. Already being developed for release by the end of FY 2016, the new SVWeb will replace TIMES and include approximately 115 additional non-SV sites and 260 detached mail units. These additional sites will have access to the new SVWeb to record transportation information and mail volumes, which will drive the visibility of the processes and increase the data and analytical capabilities of the new diagnostic systems and dashboards.
- Provide visibility of potentially delayed handling units. To provide further insight into potential transit delays, the Postal Service is developing the “Handling Unit Diagnostic System (HUDS)”, which uses near real-time scan data to provide

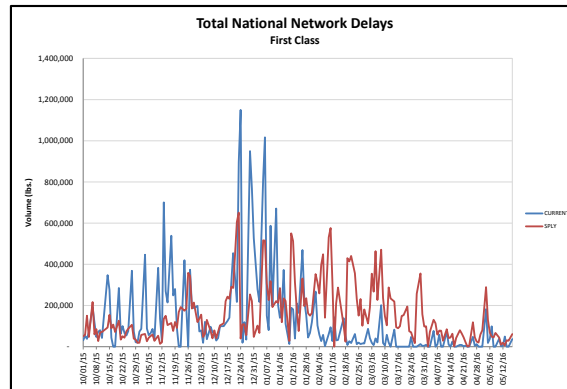
information on handling units that are “At Risk” or “Dead in Processing (DIP)”. Potentially delayed units are categorized as either At Risk or DIP based on established clearance times and dispatch schedules. The system generates a dashboard (see Figure 8) showing the top At Risk facilities and the top delayed units, with drill-down capability available. This tool will provide the ability to identify transit failures caused by delayed assignments and dispatches at origin.

Figure 8: Sample of the Handling Unit Diagnostics System Dashboard



- Monitor and respond to air network delays. Delays in the air network are recorded daily in the Logistics Condition Reporting System. A national daily teleconference is held for sites to explain the delays and identify improvement opportunities. Mitigation strategies are also implemented in advance when volume is expected to exceed the planned air capacity. Additionally, delays are tracked daily by mail class at the National, Area, and air stop levels and trend reports (see Figure 9) have been developed to assist in the analysis and improvement strategies for reduction of delayed volume.

Figure 9: Sample of the Network Delays Reports



Reliable transit of mail, including transfer to and from contract surface and air transportation providers, plays a critical part in the timeliness of postal delivery. For purposes of evaluating its transportation network, the Postal Service analyzes transit failures on the basis of whether mail was processed timely at the origin plant, but scanned late at the destinating processing facility, and records data on that basis. This failure is classified in TTMS root cause analysis as an Automated Area Distribution Center (AADC) / Area Distribution Center (ADC) processing delay, which occurs when a letter/postcard is processed at the expected AADC after 12:00 on the day prior to expected delivery. It must be emphasized that such data are not sufficiently granular to determine whether a failed piece was delayed specifically at the origin, destination, or during transit.

The Commission requested the percentage of pieces that missed processing windows due to ground and air transportation constraints. However, as explained above, TTMS root cause AADC/ADC processing delay data lack the granularity necessary to specify when/where a transit delay occurred for purposes of generating the requested information. The TTMS national aggregate estimates of Letters/Postcards with AADC/ADC processing delays are shown below in Figure 10 along with tables showing a breakout by transportation mode. Disaggregated data by District are provided in Appendix C. While the percentages within the national table are calculated using the total population of EXFC First-Class Mail Single-Piece Letters/Postcards, the air and ground tables only represent percentages within the associated transit mode.

Figure 10: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with AADC/ADC Processing Delays

Qtr / Svc Std	2 Day	3-5 Day
FY16 Q2	0.69%	10.04%
FY16 Q1	0.76%	11.05%
FY15 Q4	0.59%	10.04%
FY15 Q3	0.68%	11.00%
FY15 Q2	1.78%	19.99%
FY15 Q1	1.12%	8.79%

Air		Ground (Surface)	
Qtr / Svc Std	3-5 Day	Qtr / Svc Std	3-5 Day
FY16 Q2	13.73%	FY16 Q2	7.83%
FY16 Q1	14.67%	FY16 Q1	8.88%
FY15 Q4	14.53%	FY15 Q4	7.36%
FY15 Q3	14.87%	FY15 Q3	8.75%
FY15 Q2	26.13%	FY15 Q2	17.37%
FY15 Q1	14.33%	FY15 Q1	6.36%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

The largest impact of AADC processing delays occur with 3-5 day letters/postcards. With the change in First-Class Mail service standards and the realignment of transportation in January 2015 (quarter 2, FY 2015), the AADC processing delays for 3-5 day mail measured 19.99 percent, but have since dropped to an average of 10.5 percent. The Postal Service continues to monitor and adjust the transportation network to reduce delays and provide managers with further data visibility to help them narrow the gap of transit failures.

D. Destination Processing

An operational failure at any point in the mailstream can cause a service standard to be missed. The shorter the service standard, the more acute the impact of a particular operational failure can be. Missed service standards are often the result of operational shortcomings that occurred before a mailpiece experiences its Last Processing Operation. Nevertheless, especially for 3-5 day volumes, opportunities for service improvement still exist within destination processing. The greatest opportunity for service improvement at destination is to reduce late incoming secondary processing, which occurs when a mailpiece receives the correct, final scan at the destination plant after 08:00 on the expected day of delivery. The TTMS national aggregate estimates of Letters/Postcards with late incoming secondary processing is shown below in Figure 11.

Figure 11: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with Late Incoming Secondary Processing

Qtr / Svc Std	1 Day	2 Day	3-5 Day
FY16 Q2		0.93%	1.05%
FY16 Q1		0.91%	1.18%
FY15 Q4		0.67%	0.98%
FY15 Q3		0.99%	2.96%
FY15 Q2	0.29%	2.33%	4.95%
FY15 Q1	0.13%	0.30%	0.68%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

To help minimize late destination processing, the Postal Service developed and implemented a report to track First-Class Mail on-hand at 15:00, which provides visibility of inventories at a critical hour of the processing window. The report (see Figure 12 below for a sample) is distributed daily so that local mail processing managers can be alerted to take necessary steps to achieve the goal of having no primary First-Class Mail letters on-hand in processing facilities nationwide at 15:00. Completing primary operations by 15:00 helps ensure that all volumes are available for secondary sorting to delivery point sequence (DPS), which promotes on-time service. Facilities count their on-hand volume and input data daily into the web-based Mail Condition Reporting System (webMCRS), and then MHTS is used to validate the actual processing volumes and times. The MHTS data are used to determine how much mail was (1) advanced, (2) on-time, (3) processed late (after 15:00) on the day before delivery, or (4) processed after 05:00 on the day of delivery (“Dead on Arrival”). Facilities with multiple occurrences of on-hand volumes at 15:00 must identify the root cause of failure, generate solutions, and document the improvement process using the “A3” format, which is then submitted to Headquarters. The report also identifies facilities that reported zero on-hand volume, but had late primary processing after 15:00 on the day before delivery; those facilities must address the discrepancy.

Figure 12: Sample of Managed Mail Program (MMP) by 1500 Report

Pref On Hand at 1500: 06/18/16			MHTS MMP Profile: 06/19/16						EXFC
Area	Facility	On-Hand	Adv %	On Time %	Late % (1500)	DOA % (0500)	Late and DOA %	Late and DOA Vol	3-5 Day
SA		0	10.86%	70.03%	12.85%	6.26%	19.11%	80,748	83.73%
SA		0	12.00%	75.61%	5.31%	7.08%	12.38%	50,850	79.28%
EA		0	6.11%	80.82%	10.45%	2.61%	13.07%	46,588	79.26%
EA		0	16.54%	7.69%	71.17%	4.60%	75.77%	44,160	100.00%
WA		0	16.19%	71.98%	6.57%	5.25%	11.83%	39,665	82.89%
SA		0	17.61%	71.42%	8.19%	2.78%	10.97%	32,912	88.57%
PA		0	15.29%	75.71%	5.15%	3.85%	9.00%	30,418	78.42%
SA		0	18.20%	68.60%	9.36%	3.85%	13.20%	30,262	88.20%
GL		0	6.09%	79.86%	4.32%	9.72%	14.04%	26,709	71.17%
EA		0	1.36%	92.05%	0.97%	5.63%	6.59%	25,668	82.60%

Destination processing can also be impacted by out-of-sort (OOS) mail, which is volume processed on the wrong DPS or Carrier Route sort program. The OOS volume, also known as “Bin 2” volume, is caused by improper sorting, labeling, or containerizing. The Postal Service has utilized MHTS reporting (see Figure 13) to track daily OOS volume since November 2015.

Figure 13: Sample of OOS (Bin 2) Report

Area	Total DPS ID					Timely	DPS Svc	On
	Tags	Bin 2 ID Tags	Bin 2 %	DPS Hits	DPS%	DPS Hit	Failures	Time%
Cap Metro	147,353,060	852,132	0.58%	468,759	55.01%	379,762	88,997	81.01%
Eastern	236,938,965	775,402	0.33%	420,629	54.25%	304,513	116,116	72.39%
Northeast	195,776,579	983,890	0.50%	569,606	57.89%	429,736	139,870	75.44%
Southern	256,964,520	1,392,859	0.54%	921,071	66.13%	578,993	342,078	62.86%
Great Lakes	176,800,160	1,081,929	0.61%	653,698	60.42%	504,198	149,500	77.13%
Western	272,598,264	2,214,634	0.81%	1,598,163	72.16%	1,155,973	442,190	72.33%
Pacific	144,507,515	1,329,008	0.92%	878,332	66.09%	594,677	283,655	67.71%
Grand Total	1,430,939,063	8,629,854	0.60%	5,510,258	63.85%	3,947,852	1,562,406	71.65%

As requested by the Commission, the TTMS national aggregate estimates of Letters/Postcards that have already missed service standard by Last Processing Operation (LPO) is shown below in Figure 14 for the national level; disaggregated data by District are provided in Appendix D.

Figure 14: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards that Already Missed Service Standard by Last Processing Operation

Qtr / Svc Std	1 Day	2 Day	3-5 Day
FY16 Q2		2.81%	16.24%
FY16 Q1		3.01%	18.72%
FY15 Q4		2.26%	14.90%
FY15 Q3		2.47%	18.58%
FY15 Q2	1.97%	5.49%	32.31%
FY15 Q1	0.88%	2.46%	12.50%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

E. Delivery/Last Mile

Once a letter has received a correct, final scan at the destination plant before 08:00 on the expected day of delivery and has no other scan anomalies, any failure to deliver by the service standard is categorized as a “Last Mile” failure. These failures can result from a delay in dispatch of mail from the destination plant or a delay in delivery operations. The TTMS national aggregate estimates of Letters/Postcards with Last Mile

failure is shown below in Figure 15. These data show that although Last Mile delays occur, they have a minimal adverse impact on overall service.

Figure 15: Percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with Last Mile Failure

Qtr / Svc Std	1 Day	2 Day	3-5 Day
FY16 Q2		1.72%	1.55%
FY16 Q1		1.66%	1.39%
FY15 Q4		1.39%	1.24%
FY15 Q3		1.34%	1.21%
FY15 Q2	3.44%	1.74%	1.38%
FY15 Q1	1.75%	1.34%	1.22%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

In an effort to continually minimize Last Mile failures, the Postal Service utilizes various tracking tools and reports such as:

- **Customer Service Daily Reporting System (CSDRS):** This is a web-based reporting program for Post Offices, stations and branches to report curtailed and delayed mail volumes by class and shape. Reports from CSDRS provide actionable data for potential remediation or intervention by every level of postal management.
- **Mail Handling Tracking System (MHTS) Looping DPS:** This web-based tool displays data regarding mailpieces that have been through processing more than one time. This report is used by Area or District personnel to identify trends and/or high amounts of looping pieces for a particular office or carrier route as an indication that proper processes are not being followed.
- **MHTS Pre-M:** This web-based tool provides detail on out-of-sequence errors caused by specific events during delivery point sequencing. This information is provided to delivery unit managers prior to carrier departures to allow correction of some mis-sequenced pieces in the office.
- **3M Case:** This is a designated distribution case at a delivery unit for carriers to return mis-sent, mis-sorted, and mis-sequenced mail found in their DPS volume. The delivery unit supervisor records the volume and reports anomalies to the mail processing facility for correction.
- **Hot Case:** This is another delivery unit distribution case used to sort manual First-Class Mail letters to the corresponding carrier route for delivery that day.

City carriers are required to gather their mail from within the case and scan a barcode assigned to their route when departing the office to signify that all mail was collected from the Hot Case. Reports are available to show the time that these scans were executed or if any scans were missed. Rural carriers have a similar process that uses a “Hot Case card” in place of scanning.

- Internal Service Performance Measurement (SPM): The proposed internal measurement system currently under review in Docket No. PI2015-1 includes a web-based program that provides near real-time intelligence from collections to delivery. Last Mile data are being generated that help identify operational issues between the Last Processing Operation and delivery. With added visibility and same-day access to data, local postal managers are gaining additional insight into the Last Mile.

II. Measurement Tools/Metrics

The Commission requested data on the average work-in-process (WIP) cycle time and the facilities with above average WIP cycle time. The Postal Service does not utilize an end-to-end cycle time for First-Class Mail Single-Piece, but reports Managed Mail Program (MMP), Change of Address (COA), Postal Automated Redirection System (PARS), and Remittance Mail cycle times. Cycle times are reported in MHTS by the destination site and are limited to a single-day report; historical data are not maintained beyond the preceding three weeks. MHTS data are transmitted to the Mail & Image Reporting System (MIRS) which maintains historical data and provides analysis at the National, Area, District and facility levels.

- Managed Mail Program (MMP) Cycle Time: The MMP cycle time represents the time from origin to primary processing at the destination site. Reports are available to show postal managers average MMP cycle time for origin-destination pairs from a National, Area, District, or facility level. The national average MMP cycle time is shown below in Figure 16; disaggregated data by District level are provided in Appendix E and a list of facilities with above average cycle time is provided in Appendix F.

Figure 16: Average MMP Cycle Time

MMP Cycle Time Report FY: 2016, MODS Date: 10/01/15 - 06/21/16		
Origination	Destination Area	Average Cycle Time (Hours)
NATIONAL	CAPITAL METRO	26.01
NATIONAL	EASTERN	29.91
NATIONAL	GREAT LAKES	24.38
NATIONAL	NORTHEAST	22.52
NATIONAL	PACIFIC	27.74
NATIONAL	SOUTHERN	28.71
NATIONAL	WESTERN	31.86
NATIONAL	NATIONAL TOTAL	27.28

Source: MIRS MMP Cycle Time Report

- **Remittance Mail Cycle Time:** Remittance Mail is First-Class Mail Single-Piece letters that are consumer- or business-to-business bill payments. Remittance Mail cycle time is measured from origin to destination and reported in hours rather than days, to provide greater insight into the transit of letter mail to which both senders and recipients attach great time sensitivity, given the nature of transactions involved. Reports (see Figure 17 below) are distributed daily to show the performance of the 52 major Remittance Mail destination processing sites and action plans for improvement are required for the bottom five sites that exceed the 35-hour Postal Service goal. Remittance Mail cycle time is also measured independently by the mailing industry twice a year (April and October) via a private consulting firm, Phoenix-Hecht. The Phoenix-Hecht results are shared with postal personnel and tracked for cycle time trends (see Figure 18 below). During the last year (a two survey period), the cycle time has improved by 2.6 hours.

Figure 17: Sample of the Remittance Mail Cycle Time Hot Spots Report

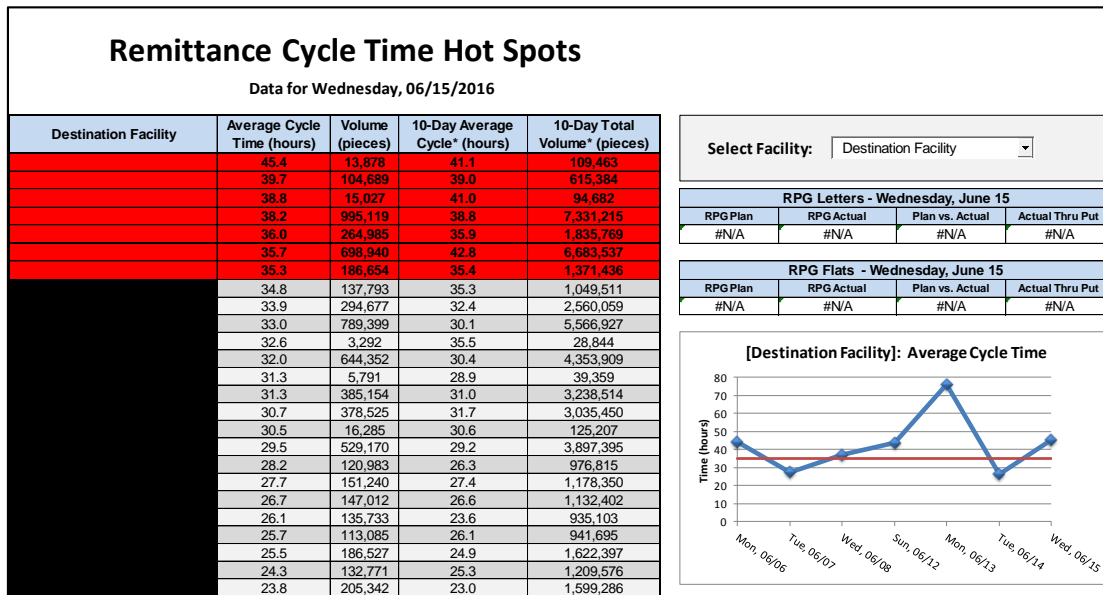
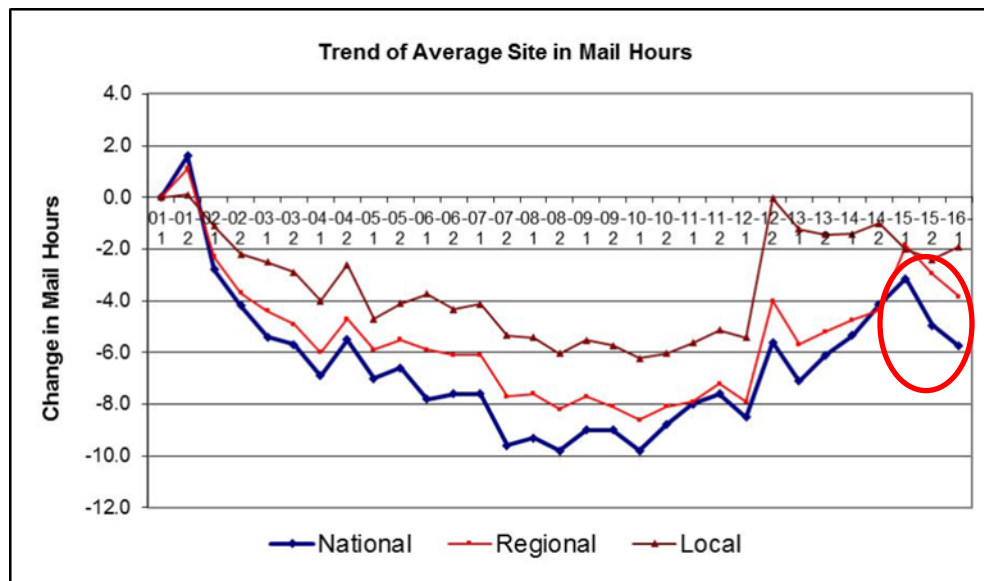


Figure 18: Sample of the Remittance Mail Trend of Average Site in Mail Hours Report



Due to the data limitations of MHTS, the Postal Service is exploring alternative cycle time measurement systems such as Informed Visibility (IV). The IV end-to-end mail tracking system allows for cycle time analysis through each step of mail processing in order to understand the pain points as well as provide visualization to enable users to understand and fix the root cause. IV will automatically create an optimized Run Plan for a plant's daily workload, based on actual mail volume, allowing improved utilization and

efficiency. It also will optimize transportation utilization by coordinating schedules to align with dispatch ready volumes.

In addition to tracking cycle times, the Postal Service uses other data analytics and visibility tools to improve service. Since FY 2015, the Postal Service has expanded the capabilities of these tools to include near real-time transmission and availability of data. The immediacy of information allows postal managers to identify and respond to potential issues before service failures occur. Some of the reports available to aid in service improvement include:

- **First-Class Mail Pair Analysis:** Provides diagnostic data for key processes and transportation nodes from origin entry plants to destinating processing plants (see Figure 19 below). The dashboard readily identifies potential reasons for failure and allows drill-down capability from the Area to facility level. Field operations personnel use the data to identify origin-destination problem pairs and then partner with the associated sites for resolution.

Figure 19: Sample of First-Class Mail Pair Analysis Dashboard



- **2-Day and 3-Day Service Browser Heat Map:** Shows the daily composite service score by facility and provides a visual representation of the gap between actual and target service performance (see Figure 20 below). Performance is calculated using scan data from MHTS. The report enables Area offices to quickly identify facilities that are not meeting targets and can be used to identify trends versus anomalies.

Figure 20: Sample of 2-Day Service Browser Heat Map

2-Day Service Browser Heat Map									
NORTHEAST AREA									
Meds Date									
District	Site	Average	May-07 Sat	May-06 Fri	May-05 Thu	May-04 Wed	May-03 Tue	May-02 Mon	May-01 Sun
		97.31	N/A	98.52	98.73	97.7	98.81	10.96	96.97
		99.07	N/A	99.07	98.8	99.07	99.36	96.69	99.12
		99.71	99.7	99.77	99.74	99.77	99.74	99.16	99.67
		98.57	N/A	98.9	98.05	98.08	99.21	97.36	98.79
		98.86	94.29	98.66	98.61	99.29	99.36	97.18	98.61
		98.72	N/A	98.6	98.22	98.65	99.3	97.86	98.87
		97.31	N/A	96.35	95.45	97.97	99.53	92.86	97.45
		92.32	43.63	89.2	93.98	89.32	99.35	79.91	91.83
		98.54	N/A	98.54	98.83	98.42	99.2	92.55	98.42
		95.83	N/A	98.72	98.03	98.47	99.23	8.58	98.47
		97.96	N/A	99.06	97.16	97.76	99.41	89.94	97.7
		97.73	N/A	98.57	96.41	97.48	99.39	27.27	98.51
		98.26	N/A	98.64	98.36	98.26	99.11	90.69	97.8
		99.37	N/A	99.63	99.77	99.55	99.79	1.02	99.08
		98.88	N/A	99.71	98.55	99.78	99.94	90.3	99.15
		99.02	N/A	99.16	98.74	99.21	99.16	98.62	98.87
		99.38	N/A	99.68	98.87	99.2	99.83	99.3	99.32
		95.99	N/A	98.63	98.04	99.43	99.7	38.16	99.06
		98.6	N/A	98.88	98.68	97.72	99.23	94.14	98.74
		95.86	N/A	96.19	90.21	94.82	98.69	84.58	98.13
		96.89	N/A	97.9	95.39	96.41	99.22	57	97.77
		97.56	N/A	97	97.58	97.66	99.19	1.77	97.5
		97	N/A	97.18	97.46	97.61	99.4	96.31	93.69
Source: MHTS Service Browser									
>= 99.0%									
98.50% - 98.9%									
97.50% - 98.49%									
< 97.50%									
N/A - No data									

To ensure that facility managers move beyond data mining and actively use the information for service improvement, the Postal Service has implemented A3 Bulletin Boards. The A3 Bulletin Boards require sites that do not meet established targets to use continuous improvement tools to analyze and improve their operations. This process spans nationwide to all facilities that do not meet established goals, rather than focusing on targeted facilities.

The Postal Service is also improving service with the expansion of continuous improvement tools throughout the organization, to include managers and craft employees. Through the use of production display boards and graphic illustrations, plant employees can visually see the status of operations and quickly identify deficiencies. Employees are encouraged to participate in the problem solving process and implement solutions. The focus is on leading indicators so that issues can be prevented, rather than relying on lagging indicators of failures that have already occurred. On a bi-weekly basis, managers from every postal administrative Area office meet with the Chief Operating Officer and highlight a project, which enables best practices to be shared and applied nationally.

Conclusion

In summary, the Postal Service continues to leverage data to identify root causes of systemic issues to help improve service. Informed Visibility will enable local postal managers to easily access this information through dashboards to help identify potential issues before they become a major impact on service. The IV system will utilize data to measure and report on mailpieces from collection to delivery. Internal collection sampling will allow additional insights and visualization on First Mile performance. Real time processing data will provide status on key areas that will assist the Postal Service in increasing processing efficiency and identifying bottlenecks. Internal delivery sampling data will provide additional insights and visualization on Last Mile performance. Additionally with end-to-end mail tracking, the system will provide cycle time analysis for each step of mail processing. This will enhance postal management's understanding of operational "pain points" and provide visualizations that will enable data system users to understand and fix root causes. The adverse lingering effects from implementation of the most complex network rationalization in postal history are dissipating, which should help to reverse recent First-Class Mail Single-Piece service trends. However, it should be noted that service performance can still be impacted by events outside the control of the Postal Service or its stakeholders. Natural and environmental disasters, mechanical failures, and other unforeseen impacts can and more than likely will occur. Historically, the Postal Service has adjusted to such impacts in order to restore service to expected levels in a timely manner.

Appendix A: Collection Delay

Although the Commission requested the percentage of pieces that missed collection box pickups, the Postal Service does not differentiate failures to this degree. Instead, the Postal Service categorizes missed collection box pickups as collection delays, which also includes failure to dispatch the collection mail to the processing facility or failure to cancel the mail timely. Utilizing root cause data from TTMS, the percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with collection delays is shown below, disaggregated by District and service standard.

Percentage of First-Class Mail Single-Piece Letters/Postcards with Collection Delay

Area/District	Service Standard	1		2						3 to 5							
	Fiscal Year	15		15				16		15				16			
	Quarter	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2		
Capital Metro	Atlanta	0.41%		0.07%		0.36%	0.80%	0.14%		0.09%		0.54%	1.20%	0.23%			
	Baltimore	0.82%		0.41%	0.32%				1.35%	0.45%	0.30%				1.80%		
	Capital	0.26%			0.77%		0.36%	0.71%	2.31%		0.29%		0.21%	1.18%	1.85%		
	Greater South Carolina	0.22%						0.15%		0.11%				0.43%	0.08%		
	Greensboro					0.29%			0.07%			0.33%			0.28%		
	Mid-Carolinas						0.64%	0.65%					0.24%	0.03%	0.03%		
	Northern Virginia						0.25%		1.00%				0.29%		1.69%		
Richmond				0.30%			0.13%	0.14%		0.15%			0.30%	0.24%			
Eastern	Appalachian	0.21%		0.07%	0.04%			0.07%	1.68%	0.45%				0.51%	2.74%		
	Central Pennsylvania							0.10%						0.21%			
	Kentuckiana	0.23%		0.05%	0.11%		0.15%	0.92%		0.19%		0.19%	0.78%				
	Northern Ohio	0.25%		0.32%				0.11%	0.39%					0.23%			
	Ohio Valley	0.47%		0.45%			0.12%		0.58%			0.59%					
	Philadelphia Metro						0.14%		0.28%			0.24%		0.82%			
	South Jersey																
	Tennessee	0.46%		0.04%	0.08%					0.36%	0.03%				0.24%		
Western New York				0.04%		0.12%				0.11%		0.49%					
Western Pennsylvania																	
Great Lakes	Central Illinois				0.06%	0.17%	0.25%	0.16%			0.15%	0.35%	0.44%	0.24%			
	Chicago				1.00%	0.57%	0.40%		0.32%		1.17%	0.36%	0.58%		0.31%		
	Detroit	0.48%		0.08%	0.03%	0.66%	0.64%		0.93%	0.18%	0.11%	1.04%	0.74%		0.85%		
	Gateway		2.33%		0.15%	0.03%	0.03%				0.22%	0.19%	0.28%				
	Greater Indiana	0.47%		0.14%		0.25%				0.50%		0.44%					
	Greater Michigan				0.24%						0.11%						
	Lakeland	0.23%			0.16%		0.09%		0.46%	0.04%	0.31%	0.02%	0.07%		0.57%		
Northeast	Albany	0.14%				0.39%			0.31%	0.37%		1.21%			0.51%		
	Caribbean					0.04%						0.78%					
	Connecticut Valley	1.05%		0.49%	0.69%		0.03%	0.03%		0.44%	1.99%		0.37%	0.28%			
	Greater Boston				0.41%	0.09%		0.09%			1.93%	0.06%		0.17%			
	Long Island				1.82%	0.18%					2.48%	0.47%					
	New York				1.03%		0.21%	0.35%	0.17%		0.84%			0.51%	0.34%		
	Northern New England				0.26%						0.82%						
	Northern New Jersey	0.22%			0.41%	0.13%		0.50%	0.16%		0.51%	0.08%		0.81%	0.25%		
	Triboro	0.67%		0.10%	2.25%	0.14%	0.05%	0.19%	0.54%	0.27%	1.80%		0.07%	0.18%	0.80%		
	Westchester	0.88%		0.08%	0.89%					0.34%	1.20%						
Pacific	Bay-Valley	0.33%		0.31%	0.16%	0.07%			0.21%	0.31%	0.13%	0.27%			0.11%		
	Honolulu													2.06%			
	Los Angeles				0.29%	0.19%	0.04%	0.53%			0.71%	0.15%	0.18%	0.96%			
	Sacramento				0.21%	0.33%	0.12%		0.12%		0.17%	0.40%	0.37%	0.46%			
	San Diego	0.71%		0.36%		0.09%	0.16%			0.16%		0.34%	0.31%				
	San Francisco	0.29%		0.29%		0.08%		0.35%		0.93%		0.27%		0.55%			
	Santa Ana				0.30%				0.09%		0.20%				0.19%		
Sierra Coastal				0.33%		0.34%	0.18%			0.27%		0.72%	0.24%				
Southern	Alabama	0.35%	13.33%	0.24%	0.25%			0.06%		0.12%	0.40%			0.26%			
	Arkansas																
	Dallas					0.09%	0.12%	0.33%				0.13%	0.17%	0.66%			
	Fort Worth				0.04%			0.45%			0.22%			0.32%			
	Gulf Atlantic	0.58%		0.19%	0.10%	0.06%			0.37%	0.35%	0.20%	0.06%			0.37%		
	Houston	0.14%		0.20%	0.37%	0.17%	0.07%	0.42%	0.21%	0.12%	0.71%	0.25%	0.55%	1.50%	0.80%		
	Louisiana				0.23%				0.06%		0.87%				0.28%		
	Mississippi	0.36%		0.31%			0.51%	0.04%		0.16%			0.33%	0.15%			
	Oklahoma					0.03%						0.05%					
	Rio Grande					0.40%			0.09%		0.11%	0.34%			0.07%		
	South Florida						0.04%		0.11%				0.14%		0.34%		
	Suncoast				0.05%		0.10%		0.07%		0.18%		0.31%		0.14%		
Western	Alaska				0.07%		0.04%				0.02%		0.12%	0.07%			
	Arizona	0.56%		0.38%	0.03%		0.03%	0.16%		0.48%	0.24%		0.28%	0.25%	0.04%		
	Central Plains	0.36%		0.17%		0.22%			0.03%	0.44%		0.28%	0.42%	0.37%			
	Colorado/Wyoming	0.97%		0.09%	0.11%	0.28%		0.04%	0.07%	0.71%	0.39%	0.16%	0.24%	0.39%	0.29%		
	Dakotas	0.26%								0.11%				0.04%			
	Hawkeye	0.19%		0.13%			0.07%			0.08%			0.35%				
	Mid-America					0.03%			0.36%			0.03%			0.16%		
	Nevada-Sierra					0.05%	0.05%	0.10%				0.86%	0.38%	0.29%			
	Northland	0.03%					0.06%	0.06%	0.03%				0.19%	0.12%	0.04%		
	Portland	0.11%												0.10%			
	Salt Lake City	0.14%					0.11%						0.25%	0.15%			
	Seattle	0.14%						0.17%	0.14%	0.10%			0.05%	0.53%	0.73%		

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blank cells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

Appendix B: Origin Processing Delay

The Commission requested the percentage of pieces where first processing operations (FPO) occurred one day after collections. However, the Postal Service does not collect data in a manner that permits reporting of such volumes. Instead, the Postal Service collects data that reflect the volume of mail processed after the established 23:00 clearance time. These volumes include FPO associated failures (i.e., origin processing delays) as well as pieces with late secondary processing. On this basis, the percentage of EXFC First-Class Mail Single-Piece Letters/Postcards with origin processing delays is shown below, disaggregated by District and service standard.

Percentage of First-Class Mail Single-Piece Letters/Postcards with Origin Processing Delay

Area/District	Service Standard	1		2						3 to 5					
	Fiscal Year	15		15				16		15				16	
	Quarter	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2
Capital Metro	Atlanta	0.15%		0.21%		0.17%		0.34%	0.41%	0.26%	1.12%	0.71%	0.61%	2.92%	3.12%
	Baltimore	0.18%		0.28%	0.65%	0.73%		0.54%	1.09%	0.68%	1.59%	8.29%	4.65%	1.74%	7.21%
	Capital	0.11%		0.11%	0.50%			0.31%	0.50%	0.27%	1.00%	2.54%	0.92%	1.39%	5.31%
	Greater South Carolina	0.07%		0.17%	0.09%	0.09%	0.09%	0.22%	0.08%	1.78%	2.94%	3.62%	2.79%	3.97%	1.72%
	Greensboro	0.30%		0.14%	0.25%	0.10%		0.30%	0.20%	1.24%	2.41%	2.04%	1.22%	3.01%	2.65%
	Mid-Carolinas	0.04%		0.11%	0.07%	0.03%	0.34%	0.39%	0.26%	1.00%	3.51%	3.19%	3.65%	4.64%	3.48%
	Northern Virginia	0.07%		0.47%	0.16%	0.05%	0.05%	0.25%	0.18%	0.66%	1.59%	0.86%	0.17%	2.30%	1.81%
Richmond	0.07%		0.21%	0.30%	0.28%	0.07%	0.06%	0.31%	0.33%	3.93%	0.99%	1.32%	2.11%	1.57%	
Eastern	Appalachian	0.03%		0.29%	0.18%	0.07%	0.03%	0.99%	0.31%	1.13%	2.70%	1.06%	2.58%	4.64%	4.11%
	Central Pennsylvania	0.16%		0.29%	0.43%	0.25%	0.05%	0.13%		2.08%	10.47%	2.71%	0.44%	2.43%	0.68%
	Kentuckiana			0.05%	0.04%			0.26%	0.04%	0.52%	2.94%	1.12%	0.30%	1.96%	0.34%
	Northern Ohio	0.04%		0.35%	0.13%	0.17%	0.07%	0.28%	0.04%	1.10%	3.72%	3.74%	0.58%	1.67%	1.19%
	Ohio Valley			0.34%	0.16%	0.06%	0.15%	0.26%	0.15%	0.95%	3.13%	0.93%	0.55%	2.61%	1.74%
	Philadelphia Metro			0.05%	0.10%	0.10%	0.07%	0.45%	0.14%	0.61%	2.51%	0.60%	0.40%	1.21%	0.38%
	South Jersey			0.12%	0.03%	0.09%	0.03%	0.24%	0.13%	0.17%	0.49%	0.36%	0.04%	1.10%	1.20%
	Tennessee				0.03%		0.14%	0.17%	0.06%	0.45%	3.32%	0.56%	0.34%	1.52%	0.65%
	Western New York	0.07%		0.13%	0.04%	0.04%	0.08%	0.08%	0.04%	0.67%	1.32%	0.99%	1.27%	1.24%	0.71%
Western Pennsylvania			0.05%	0.09%			0.10%	0.06%	0.33%	2.32%	0.42%	0.61%	1.30%	0.94%	
Great Lakes	Central Illinois			0.20%	0.30%	0.03%	0.16%	0.10%	0.05%	1.19%	2.05%	0.86%	1.24%	1.94%	2.50%
	Chicago	0.11%			0.40%	0.06%	0.06%	0.27%	0.16%	2.25%	2.94%	2.13%	1.49%	1.92%	3.91%
	Detroit	0.61%		0.49%	0.28%	0.41%	0.29%	1.15%	0.81%	3.37%	5.60%	4.94%	3.29%	8.42%	6.42%
	Gateway	0.11%		0.45%	0.40%	0.26%	0.15%	0.17%	0.09%	1.02%	4.26%	2.15%	1.53%	3.83%	2.41%
	Greater Indiana	0.15%		0.14%	0.27%	0.25%	0.11%	0.11%	0.14%	0.86%	3.22%	3.81%	1.69%	3.32%	3.24%
	Greater Michigan	0.11%		0.48%	0.32%	0.12%	0.04%	0.16%	0.49%	3.53%	4.52%	3.43%	2.08%	2.69%	2.50%
	Lakeland	0.03%		0.06%	0.23%	0.21%	0.33%	0.11%	0.11%	0.99%	3.63%	4.97%	2.00%	3.77%	3.04%
Northeast	Albany	0.29%		0.50%	0.85%	0.24%	0.41%	0.70%	0.19%	2.93%	7.02%	1.43%	3.07%	4.47%	1.96%
	Caribbean									0.76%	2.35%	1.63%	2.53%		
	Connecticut Valley	0.11%		0.29%	0.32%	0.24%	0.45%	0.84%	0.42%	3.70%	6.09%	2.76%	2.43%	4.90%	3.64%
	Greater Boston	0.06%		0.03%	0.43%	0.25%	0.39%	0.46%	0.22%	1.60%	8.47%	5.08%	3.32%	3.65%	4.41%
	Long Island			0.09%	0.36%	0.04%	0.07%	0.48%	0.26%	0.64%	2.32%	0.79%	0.64%	2.17%	0.49%
	New York			0.04%	0.82%	0.09%	0.18%	0.21%	0.31%	1.58%	8.03%	1.48%	1.16%	2.53%	2.57%
	Northern New England	0.03%		0.12%	0.36%	0.06%	0.09%	0.24%	0.21%	0.72%	5.00%	1.46%	2.12%	2.31%	1.11%
	Northern New Jersey			0.07%	0.46%	0.35%	0.16%	0.37%	0.32%	0.36%	1.56%	0.88%	0.63%	1.91%	1.61%
	Triboro	0.74%		0.05%	1.78%	0.28%	0.19%	0.52%	0.83%	1.08%	10.67%	3.70%	1.97%	3.49%	6.16%
Westchester	1.02%		0.33%	0.40%	0.10%	0.82%	0.67%	0.20%	1.72%	4.22%	2.80%	3.32%	3.68%	2.07%	
Pacific	Bay-Valley			0.12%		0.03%	0.07%	0.27%	0.24%	1.83%	3.61%	1.51%	0.59%	2.87%	2.02%
	Honolulu	0.25%								4.30%	1.57%	6.49%	0.53%	3.61%	1.72%
	Los Angeles	0.26%		0.40%	0.25%	0.11%	0.04%	0.15%	0.04%	1.13%	2.20%	1.29%	2.56%	3.97%	2.67%
	Sacramento			0.04%	0.09%	0.03%	0.06%	0.48%	0.12%	0.31%	1.32%	0.77%	0.89%	2.36%	1.29%
	San Diego			0.07%	0.25%	0.09%	0.04%	0.13%	0.08%	1.04%	5.75%	1.26%	0.34%	1.15%	1.33%
	San Francisco	0.22%		0.36%	0.18%	0.21%	0.13%	0.39%	0.14%	4.02%	7.64%	1.78%	1.09%	4.00%	0.78%
	Santa Ana	0.11%		0.05%	0.05%	0.23%	0.17%	0.08%	0.06%	2.75%	1.69%	2.53%	1.34%	4.19%	2.73%
	Sierra Coastal			0.09%	0.29%		0.04%	0.21%	0.08%	5.11%	4.29%	1.55%	0.75%	4.32%	2.96%
Southern	Alabama			0.14%		0.03%	0.03%	0.11%	0.08%	0.35%	2.36%	0.67%	0.66%	1.54%	0.68%
	Arkansas	0.06%		0.06%	0.12%	0.06%		0.30%	0.36%	0.64%	2.43%	0.90%	0.63%	2.25%	2.60%
	Dallas	0.11%		0.09%	0.30%	0.30%	0.06%	0.21%	0.21%	1.55%	12.77%	3.44%	0.95%	2.43%	2.10%
	Fort Worth	0.11%		0.26%	0.40%	0.05%	0.25%			1.79%	8.77%	4.03%	1.00%	2.18%	2.90%
	Gulf Atlantic	0.05%		0.09%	0.13%	0.23%	0.12%	0.17%	0.14%	1.19%	3.53%	1.66%	1.25%	3.11%	2.40%
	Houston	0.04%	2.50%	0.51%	0.74%	0.34%	0.38%	0.31%	0.56%	2.22%	6.55%	4.44%	2.99%	5.09%	6.53%
	Louisiana	0.05%		0.30%	0.20%	0.11%	0.03%	0.17%	0.08%	1.22%	4.32%	2.53%	1.25%	4.08%	2.95%
	Mississippi	0.08%		0.12%	0.04%	0.12%	0.08%	0.08%	0.08%	0.95%	2.09%	1.31%	1.14%	2.48%	1.22%
	Oklahoma			0.11%	0.08%	0.10%	0.07%	0.04%		0.50%	0.90%	0.48%	0.45%	0.82%	0.26%
	Rio Grande	0.32%		0.25%	0.23%	0.15%	0.14%	0.09%	0.03%	1.73%	4.21%	1.92%	0.64%	3.46%	1.47%
	South Florida	0.07%	2.00%	0.06%	0.08%	0.19%		0.11%	0.07%	0.98%	5.63%	2.18%	1.23%	2.08%	0.44%
Suncoast	0.04%		0.06%	0.14%	0.03%		0.06%	0.07%	0.71%	3.45%	1.50%	1.34%	1.53%	1.28%	
Western	Alaska									0.40%			0.15%	0.70%	0.29%
	Arizona	0.27%		0.14%			0.03%	0.03%	0.03%	1.57%	2.76%	1.76%	1.06%	1.90%	1.21%
	Central Plains	0.21%		0.26%	0.10%	0.06%	0.06%	0.23%	0.19%	3.24%	12.68%	6.60%	2.15%	3.55%	3.20%
	Colorado/Wyoming	0.10%	1.95%	0.04%	0.04%	0.03%	0.11%	0.21%	0.18%	2.72%	14.50%	7.54%	4.46%	16.50%	13.90%
	Dakotas	0.05%		0.16%	0.69%	0.32%	0.06%	0.09%	0.16%	1.04%	2.63%	2.28%	1.59%	1.90%	1.26%
	Hawkeye	0.14%			0.07%	0.11%		0.19%	0.33%	1.22%	2.04%	1.77%	0.82%	1.81%	1.85%
	Mid-America	0.05%		0.16%	0.20%	0.54%	0.36%	1.05%	0.39%	2.23%	7.41%	3.78%	4.79%	5.78%	5.02%
	Nevada-Sierra	0.19%		0.56%	0.11%			0.29%	0.05%	1.34%	3.60%	2.47%	1.19%	4.67%	2.22%
	Northland	0.66%		0.06%	0.27%	0.19%	0.16%	0.73%	0.43%	2.32%	5.23%	3.65%	2.78%	6.95%	4.60%
	Portland	0.15%		0.47%	0.12%	0.04%	0.08%	0.45%	0.30%	1.34%	3.28%	0.92%	1.04%	2.61%	1.37%
	Salt Lake City	0.14%		0.05%	0.10%	0.19%	0.14%		0.11%	1.83%	3.73%	4.07%	5.43%	6.93%	5.62%
	Seattle					0.07%	0.14%	0.41%	0.49%	2.08%	3.84%	3.55%	2.41%	6.35%	3.57%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blank cells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

Appendix C: AADC/ADC Processing Delay

The Commission requested the percentage of pieces that missed processing windows due to ground and air transportation constraints. However, the Postal Service does not record or collect data with sufficient granularity to determine or report whether a mailpiece missed a processing window as a result of transportation delay and, if so, the mode of transportation involved. The Postal Service does record AADC/ADC processing delays for pieces processed timely at origin, but scanned late at the destination processing facility. The percentage of pieces with AADC/ADC processing delays is shown below, disaggregated by District and service standard. While the percentages within the District table are calculated using the total population of EXFC First-Class Mail Single-Piece Letters/Postcards, the air and ground tables only represent percentages of the EXFC pieces corresponding to the associated transit mode.

Percentage of First-Class Mail Single-Piece Letters/Postcards with AADC/ADC Processing Delay

Area/District	Service Standard	2						3 to 5					
		15						16					
	Fiscal Year	15						16					
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2
Capital Metro	Atlanta	0.91%	2.72%	0.73%	0.91%	0.91%	0.82%	7.16%	18.98%	14.72%	8.35%	7.91%	8.78%
	Baltimore	0.94%	3.35%	0.64%	0.36%	0.64%	2.23%	9.86%	24.52%	10.48%	10.85%	11.09%	20.86%
	Capital	0.61%	6.71%	0.78%	0.90%	1.38%	2.65%	7.51%	31.31%	10.03%	9.02%	13.59%	18.17%
	Greater South Carolina	1.19%	1.43%	0.94%	0.47%	0.93%	0.67%	8.44%	22.49%	16.08%	12.77%	13.42%	10.83%
	Greensboro	1.39%	1.34%	0.33%	0.60%	0.89%	0.98%	9.43%	15.92%	8.36%	7.05%	11.11%	11.40%
	Mid-Carolinas	0.70%	1.71%	1.28%	0.74%	0.69%	0.44%	8.04%	19.75%	12.34%	11.36%	10.13%	8.65%
	Northern Virginia	0.64%	3.01%	0.81%	0.37%	1.22%	1.77%	7.42%	22.21%	11.02%	9.03%	13.63%	16.39%
Eastern	Richmond	1.60%	3.22%	1.97%	0.78%	0.77%	0.83%	6.91%	19.47%	12.07%	10.08%	10.18%	11.85%
	Appalachian	1.41%	1.11%	0.69%	0.16%	0.73%	0.63%	8.18%	13.43%	6.38%	7.00%	10.09%	9.44%
	Central Pennsylvania	1.34%	1.70%	1.05%	0.46%	0.77%	1.31%	11.61%	19.80%	15.64%	10.23%	10.12%	10.60%
	Kentuckiana	1.22%	0.58%	0.13%	0.61%	0.49%	0.55%	8.31%	17.04%	9.45%	8.26%	11.97%	10.41%
	Northern Ohio	0.41%	0.75%	0.21%	0.59%	0.29%	0.54%	7.23%	16.34%	6.33%	7.28%	9.95%	6.92%
	Ohio Valley	1.67%	0.74%	0.21%	0.75%	0.39%	0.52%	6.76%	14.63%	9.67%	8.22%	9.25%	7.72%
	Philadelphia Metro	0.88%	3.05%	1.49%	0.45%	0.75%	2.26%	8.08%	17.90%	11.36%	10.98%	9.13%	11.62%
	South Jersey	1.56%	2.60%	0.79%	0.29%	0.53%	1.54%	8.17%	21.13%	15.33%	10.46%	6.98%	9.24%
	Tennessee	2.31%	1.39%	0.40%	0.22%	0.50%	0.39%	7.29%	23.15%	12.08%	8.81%	11.68%	10.56%
	Western New York	3.02%	0.88%	0.39%	0.22%	0.22%	0.07%	8.60%	11.91%	6.53%	5.76%	10.13%	8.71%
	Western Pennsylvania	0.96%	0.35%	0.16%	0.21%	0.18%	0.22%	4.66%	7.12%	5.26%	4.75%	4.58%	5.74%
Great Lakes	Central Illinois	1.88%	1.43%	0.37%	0.39%	0.63%	0.54%	8.28%	20.83%	11.40%	9.63%	10.40%	9.12%
	Chicago	0.32%	4.43%	0.26%	0.67%	0.76%	0.76%	6.10%	36.14%	9.65%	11.05%	15.84%	21.57%
	Detroit	1.16%	0.83%	0.43%	0.69%	0.83%	0.43%	9.57%	14.46%	9.04%	7.51%	8.85%	10.00%
	Gateway	4.54%	1.81%	0.26%	0.28%	0.39%	0.35%	11.66%	17.29%	8.97%	7.58%	7.29%	6.72%
	Greater Indiana	1.23%	0.99%	0.58%	0.82%	0.47%	0.25%	7.35%	12.10%	6.69%	8.58%	9.39%	6.87%
	Greater Michigan	0.87%	1.58%	0.74%	0.55%	0.21%	0.39%	8.76%	18.83%	10.68%	10.30%	10.07%	7.99%
	Lakeland	3.62%	1.59%	0.69%	0.25%	0.47%	0.38%	13.45%	29.83%	13.56%	9.86%	12.14%	10.58%
Northeast	Albany	1.95%	4.80%	1.94%	1.28%	1.58%	0.55%	12.12%	26.28%	15.41%	12.23%	14.13%	11.24%
	Caribbean							11.78%	27.08%	17.08%	21.59%	23.97%	22.14%
	Connecticut Valley	1.14%	4.43%	1.83%	1.02%	1.14%	0.60%	9.99%	25.29%	13.79%	9.67%	10.54%	10.77%
	Greater Boston	1.11%	3.24%	1.58%	0.66%	1.22%	1.24%	8.02%	21.66%	12.60%	8.78%	9.96%	9.46%
	Long Island	0.94%	5.50%	1.72%	0.73%	1.27%	1.01%	10.18%	28.52%	15.62%	11.65%	12.77%	13.44%
	New York	1.23%	5.03%	0.59%	0.92%	2.19%	1.45%	9.86%	32.14%	14.73%	16.80%	19.90%	16.70%
	Northern New England	0.65%	1.73%	0.97%	0.38%	0.66%	0.53%	11.54%	20.94%	15.75%	12.63%	9.17%	6.36%
	Northern New Jersey	1.77%	2.16%	0.97%	0.71%	1.06%	1.48%	7.03%	19.47%	13.51%	10.20%	10.15%	9.39%
	Triboro	0.70%	5.25%	4.02%	6.08%	4.74%	3.51%	12.21%	32.80%	25.66%	36.44%	27.44%	26.15%
	Westchester	0.86%	9.31%	4.00%	2.10%	1.40%	1.30%	8.63%	29.27%	17.95%	14.55%	14.25%	13.01%
Pacific	Bay-Valley	0.65%	1.08%	0.67%	0.37%	0.53%	0.40%	9.62%	14.69%	8.22%	5.98%	9.41%	6.25%
	Honolulu							13.29%	16.90%	5.81%	9.19%	9.67%	8.71%
	Los Angeles	0.42%	0.92%	0.11%	0.30%	0.66%	0.68%	11.27%	18.70%	7.38%	11.88%	15.92%	12.57%
	Sacramento	0.57%	1.17%	0.32%	0.36%	0.33%	0.14%	5.15%	13.27%	9.74%	5.48%	7.93%	5.58%
	San Diego	1.09%	0.68%	0.41%	0.79%	0.81%	0.22%	9.88%	18.39%	11.90%	10.70%	11.04%	7.77%
	San Francisco	0.92%	1.20%	0.24%	0.07%	0.39%	0.33%	11.47%	16.58%	9.80%	10.59%	10.83%	8.49%
	Santa Ana	0.94%	0.66%	0.78%	0.11%	0.66%	0.25%	10.63%	19.99%	12.40%	7.33%	9.11%	6.00%
	Sierra Coastal	0.61%	0.43%	0.04%	0.07%	0.26%	0.26%	10.44%	10.78%	8.39%	7.66%	7.65%	5.87%
Southern	Alabama	1.17%	0.67%	0.38%	0.25%	0.39%	0.59%	10.34%	18.17%	11.07%	12.56%	11.71%	11.13%
	Arkansas	1.14%	1.73%	0.56%	0.31%	0.83%	0.53%	7.57%	19.38%	10.19%	11.54%	14.83%	11.57%
	Dallas	1.23%	2.42%	0.51%	1.02%	1.01%	0.70%	5.34%	24.33%	12.01%	16.17%	10.06%	11.60%
	Fort Worth	0.36%	0.81%	0.32%	0.75%	0.70%	0.28%	5.60%	17.15%	7.06%	9.51%	9.58%	7.83%
	Gulf Atlantic	2.22%	0.88%	0.28%	0.30%	0.50%	0.52%	7.69%	23.52%	10.68%	9.61%	10.17%	9.69%
	Houston	1.61%	1.12%	0.39%	0.36%	0.99%	0.42%	20.11%	29.72%	10.03%	9.71%	10.59%	6.28%
	Louisiana	0.56%	0.99%	0.22%	0.28%	0.53%	0.08%	7.37%	18.33%	8.28%	9.09%	12.34%	8.92%
	Mississippi	0.96%	1.27%	0.29%	0.33%	0.62%	0.25%	5.90%	20.41%	11.19%	10.78%	11.87%	10.47%
	Oklahoma	0.51%	1.01%	0.03%	0.38%	0.54%	0.32%	5.49%	21.11%	8.56%	7.97%	10.28%	7.02%
	Rio Grande	0.66%	2.25%	0.50%	0.53%	0.55%	0.48%	7.60%	21.55%	9.47%	9.43%	11.56%	8.81%
	South Florida	0.52%	0.63%	0.11%	0.14%	0.25%	0.14%	19.50%	36.88%	16.12%	9.17%	10.32%	10.20%
	Suncoast	0.33%	0.65%	0.04%	0.14%	0.36%	0.14%	10.62%	27.12%	13.79%	10.39%	10.74%	8.76%
	Alaska				0.04%			7.42%	5.86%	2.52%	2.67%	3.67%	2.26%
	Arizona	0.14%	0.16%	0.11%	0.03%	0.05%	0.11%	5.47%	14.65%	6.92%	6.65%	9.47%	7.79%
Western	Central Plains	1.10%	0.15%	0.14%	0.47%	0.64%	0.28%	9.10%	15.81%	8.81%	9.65%	10.64%	8.09%
	Colorado/Wyoming	0.45%	0.73%	0.11%	0.07%	0.21%	0.61%	9.96%	21.12%	12.43%	18.50%	19.09%	19.26%
	Dakotas	0.92%	1.42%	1.08%	0.99%	1.64%	1.02%	12.16%	20.77%	13.17%	13.72%	16.67%	12.36%
	Hawkeye	0.92%	1.32%	0.75%	0.88%	1.24%	0.50%	9.51%	19.79%	11.29%	9.93%	12.69%	10.70%
	Mid-America	2.12%	0.83%	0.48%	0.64%	0.68%	0.48%	11.21%	21.73%	15.87%	12.04%	11.46%	9.24%
	Nevada-Sierra	1.37%	2.18%	0.22%	0.25%	0.66%	0.46%	2.72%	11.92%	5.76%	4.44%	6.40%	4.98%
	Northland	0.78%	0.80%	0.34%	0.82%	1.23%	1.11%	7.77%	10.84%	8.41%	13.65%	15.78%	14.68%
	Portland	0.19%	0.18%	0.39%	0.22%	1.10%	0.58%	4.95%	13.50%	6.04%	5.67%	9.67%	6.33%
	Salt Lake City	0.52%	0.03%	0.36%	0.93%	0.07%		8.83%	18.77%	11.20%	7.37%	10.55%	8.78%
	Seattle	0.78%	0.84%	0.57%	0.68%	1.15%	0.88%	9.14%	18.48%	11.12%	13.93%	14.11%	10.02%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blank cells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

**Percentage of Air Transportation First-Class Mail Single-Piece
Letters/Postcards with AADC/ADC Processing Delay**

Area/District	Service Standard	3 to 5					
	Fiscal Year	15				16	
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2
Capital Metro	Atlanta	20.40%	51.70%	51.14%	30.00%	17.92%	22.22%
	Baltimore	22.14%	31.36%	17.71%	18.08%	20.18%	31.29%
	Capital	12.52%	35.18%	11.87%	13.05%	19.33%	21.26%
	Greater South Carolina	18.63%	27.17%	24.35%	23.91%	24.83%	19.08%
	Greensboro	18.01%	24.11%	14.37%	15.35%	16.67%	17.07%
	Mid-Carolinas	24.25%	27.51%	28.29%	28.12%	25.37%	20.70%
	Northern Virginia	10.66%	22.97%	13.38%	9.23%	18.72%	17.79%
	Richmond	17.05%	30.23%	14.57%	12.52%	13.71%	14.09%
Eastern	Appalachian	18.56%	25.04%	12.00%	10.11%	14.53%	15.82%
	Central Pennsylvania	27.65%	33.68%	29.75%	20.27%	15.04%	16.71%
	Kentuckiana	16.66%	29.94%	15.96%	21.27%	26.82%	18.68%
	Northern Ohio	12.34%	27.33%	12.65%	16.44%	20.12%	13.61%
	Ohio Valley	19.50%	24.45%	19.35%	21.30%	19.07%	18.17%
	Philadelphia Metro	17.20%	27.54%	17.42%	17.33%	13.45%	16.61%
	South Jersey	17.13%	31.15%	27.05%	15.83%	10.53%	13.55%
	Tennessee	20.24%	34.15%	12.28%	12.60%	17.77%	12.51%
Great Lakes	Western New York	21.01%	19.99%	7.26%	6.63%	12.42%	13.93%
	Western Pennsylvania	16.10%	15.34%	11.44%	14.43%	10.64%	10.38%
	Central Illinois	20.05%	40.41%	21.08%	15.74%	13.10%	11.37%
	Chicago	10.90%	51.36%	14.88%	15.07%	18.54%	30.65%
	Detroit	17.19%	16.96%	12.76%	13.48%	10.41%	14.97%
	Gateway	22.61%	25.89%	18.89%	18.01%	12.73%	11.66%
	Greater Indiana	19.47%	21.95%	12.90%	18.33%	17.83%	10.59%
	Greater Michigan	19.77%	23.33%	12.34%	12.64%	12.13%	11.61%
Northeast	Lakeland	23.87%	44.80%	22.29%	17.19%	18.25%	17.73%
	Albany	26.06%	29.04%	16.51%	14.87%	17.28%	14.69%
	Caribbean	11.78%	27.08%	17.08%	21.59%	23.97%	22.14%
	Connecticut Valley	17.85%	25.60%	13.21%	11.82%	10.86%	12.19%
	Greater Boston	11.65%	24.19%	13.37%	11.01%	9.14%	10.61%
	Long Island	23.51%	33.93%	23.10%	17.58%	18.81%	21.08%
	New York	18.19%	37.78%	18.04%	23.20%	28.07%	24.12%
	Northern New England	20.70%	26.97%	20.66%	19.61%	12.18%	9.02%
Pacific	Northern New Jersey	13.83%	20.68%	14.35%	14.13%	13.34%	10.95%
	Triboro	25.04%	41.38%	34.66%	40.42%	35.15%	34.66%
	Westchester	17.18%	28.99%	21.85%	21.06%	20.90%	19.21%
	Bay-Valley	14.34%	22.30%	12.63%	8.06%	11.85%	9.61%
	Honolulu	8.49%	15.61%	5.69%	9.19%	9.67%	8.71%
	Los Angeles	14.94%	24.52%	9.28%	14.83%	17.74%	14.69%
	Sacramento	8.85%	22.79%	15.80%	8.73%	11.87%	9.57%
	San Diego	13.28%	23.03%	15.45%	13.10%	12.87%	9.19%
Southern	San Francisco	16.62%	23.37%	13.66%	13.88%	13.67%	10.99%
	Santa Ana	12.76%	22.90%	14.61%	9.18%	10.77%	7.38%
	Sierra Coastal	13.98%	15.17%	11.48%	10.72%	9.84%	8.33%
	Alabama	25.04%	33.25%	17.89%	20.03%	18.28%	15.19%
	Arkansas	22.08%	31.67%	18.12%	22.25%	20.00%	18.80%
	Dallas	9.19%	34.50%	18.28%	24.83%	14.33%	17.68%
	Fort Worth	10.65%	24.26%	10.10%	15.31%	15.25%	12.45%
	Gulf Atlantic	17.55%	35.32%	19.66%	18.31%	17.61%	18.73%
Western	Houston	20.04%	30.81%	10.52%	10.48%	13.83%	8.19%
	Louisiana	15.78%	24.44%	11.37%	15.25%	18.47%	13.39%
	Mississippi	15.88%	30.46%	14.32%	15.01%	17.21%	16.11%
	Oklahoma	12.66%	34.26%	12.44%	11.82%	15.17%	9.86%
	Rio Grande	9.46%	27.37%	10.95%	12.00%	14.76%	11.34%
	South Florida	20.57%	40.66%	16.19%	9.59%	11.15%	11.34%
	Suncoast	10.49%	21.29%	13.69%	11.92%	12.71%	10.57%
	Alaska	9.03%	7.29%	2.50%	2.67%	3.67%	2.26%
Western	Arizona	6.73%	17.07%	7.64%	6.45%	10.89%	9.74%
	Central Plains	13.80%	22.89%	10.34%	15.43%	14.00%	12.12%
	Colorado/Wyoming	8.29%	22.51%	13.35%	21.21%	18.39%	21.60%
	Dakotas	13.74%	31.17%	16.85%	18.04%	23.06%	16.43%
	Hawkeye	22.90%	32.67%	13.04%	14.03%	16.64%	14.93%
	Mid-America	17.27%	27.76%	18.62%	18.17%	12.69%	14.80%
	Nevada-Sierra	3.19%	15.74%	6.40%	5.69%	8.47%	6.25%
	Northland	8.64%	10.60%	7.46%	14.54%	15.80%	16.11%
	Portland	5.48%	17.34%	8.00%	7.91%	10.62%	8.67%
	Salt Lake City	14.29%	28.69%	18.13%	10.67%	12.56%	12.06%
	Seattle	9.55%	20.83%	10.72%	14.57%	13.22%	11.30%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blankcells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

Percentage of Ground Transportation First-Class Mail Single-Piece Letters/Postcards with AADC/ADC Processing Delay

Area/District	Service Standard	3 to 5					
	Fiscal Year	15				16	
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2
Capital Metro	Atlanta	4.95%	13.57%	7.72%	4.32%	6.04%	6.19%
	Baltimore	5.70%	22.18%	7.45%	7.66%	7.06%	16.21%
	Capital	5.18%	29.43%	9.05%	6.85%	10.45%	16.52%
	Greater South Carolina	6.19%	21.56%	14.40%	10.48%	11.05%	9.07%
	Greensboro	7.24%	13.85%	6.64%	4.58%	9.51%	9.74%
	Mid-Carolinas	5.41%	18.54%	9.41%	8.09%	7.21%	6.43%
	Northern Virginia	5.84%	21.84%	9.67%	8.89%	10.65%	15.56%
	Richmond	4.18%	16.50%	11.29%	9.29%	9.07%	11.15%
Eastern	Appalachian	6.25%	11.49%	5.32%	6.41%	9.23%	8.15%
	Central Pennsylvania	4.57%	13.48%	10.22%	6.52%	8.33%	8.44%
	Kentuckiana	7.06%	14.80%	8.30%	5.94%	9.47%	9.06%
	Northern Ohio	6.11%	13.78%	4.72%	5.15%	7.56%	5.39%
	Ohio Valley	4.61%	12.90%	8.07%	5.91%	7.57%	5.90%
	Philadelphia Metro	4.66%	14.36%	8.87%	8.41%	7.39%	9.55%
	South Jersey	4.95%	17.47%	10.13%	8.08%	5.48%	7.49%
	Tennessee	4.74%	21.11%	12.06%	8.08%	10.48%	10.18%
Great Lakes	Western New York	5.58%	9.72%	6.21%	5.37%	9.08%	6.26%
	Western Pennsylvania	2.91%	5.80%	3.87%	2.57%	3.22%	4.63%
	Central Illinois	5.47%	15.50%	8.33%	7.63%	9.58%	8.44%
	Chicago	4.81%	32.23%	8.12%	9.78%	15.01%	18.91%
	Detroit	7.52%	13.80%	7.88%	5.67%	8.36%	8.44%
	Gateway	9.34%	15.57%	6.64%	5.12%	6.02%	5.53%
	Greater Indiana	4.89%	10.22%	4.73%	5.35%	6.65%	5.62%
	Greater Michigan	5.30%	17.45%	10.17%	9.57%	9.42%	6.87%
Northeast	Lakeland	11.08%	26.28%	10.90%	7.44%	10.20%	8.28%
	Albany	7.08%	25.22%	14.77%	10.72%	12.30%	9.11%
	Caribbean						
	Connecticut Valley	5.79%	25.10%	14.32%	7.63%	10.26%	9.47%
	Greater Boston	5.95%	20.07%	11.77%	6.41%	10.85%	8.24%
	Long Island	3.69%	25.83%	10.15%	7.33%	8.32%	7.79%
	New York	5.04%	28.86%	11.77%	10.83%	12.42%	10.09%
	Northern New England	6.77%	17.68%	11.46%	6.38%	6.56%	4.06%
Pacific	Northern New Jersey	4.18%	18.90%	13.04%	7.91%	8.29%	8.46%
	Triboro	6.09%	28.95%	19.03%	33.12%	21.25%	19.27%
	Westchester	5.12%	29.39%	15.54%	10.33%	10.01%	8.95%
	Bay-Valley	3.74%	5.37%	3.00%	3.51%	6.67%	2.41%
	Honolulu		4.17%				
	Los Angeles	7.16%	10.99%	4.48%	7.28%	13.06%	8.99%
	Sacramento	2.31%	5.35%	4.66%	2.73%	4.62%	2.04%
	San Diego	5.05%	12.38%	6.68%	6.99%	8.26%	5.62%
Southern	San Francisco	5.88%	9.55%	5.79%	7.09%	7.81%	5.78%
	Santa Ana	7.33%	15.81%	8.73%	4.10%	6.26%	3.57%
	Sierra Coastal	6.07%	5.80%	4.45%	3.60%	4.82%	2.72%
	Alabama	7.40%	15.39%	9.28%	10.59%	10.00%	10.05%
	Arkansas	5.01%	17.41%	7.36%	7.75%	12.98%	9.04%
	Dallas	4.22%	21.62%	6.72%	8.23%	6.16%	5.84%
	Fort Worth	4.02%	14.84%	5.11%	5.71%	5.92%	4.66%
	Gulf Atlantic	5.80%	21.34%	8.08%	7.09%	8.05%	7.09%
Western	Houston	20.17%	28.89%	9.68%	9.14%	8.27%	4.84%
	Louisiana	5.93%	17.19%	6.62%	5.70%	9.08%	6.49%
	Mississippi	4.11%	18.82%	10.22%	9.43%	10.17%	8.66%
	Oklahoma	3.97%	18.28%	6.14%	5.46%	7.17%	5.19%
	Rio Grande	5.78%	15.18%	7.77%	6.36%	7.85%	5.81%
	South Florida	18.73%	34.35%	16.08%	8.43%	8.83%	8.20%
	Suncoast	10.67%	29.53%	13.84%	9.29%	9.32%	7.40%
	Alaska	1.65%	1.24%	3.89%			
Western	Arizona	4.41%	12.52%	6.09%	6.88%	7.76%	5.41%
	Central Plains	7.93%	14.21%	7.82%	5.66%	8.22%	5.12%
	Colorado/Wyoming	10.59%	20.61%	11.71%	16.32%	19.68%	17.37%
	Dakotas	11.36%	16.51%	9.15%	8.82%	9.44%	7.61%
	Hawkeye	5.21%	15.96%	10.17%	7.40%	10.26%	8.07%
	Mid-America	9.92%	20.48%	15.04%	10.15%	11.08%	7.51%
	Nevada-Sierra	2.16%	7.59%	5.04%	3.05%	4.01%	3.49%
	Northland	7.50%	10.90%	8.94%	13.16%	15.76%	13.90%
	Portland	4.31%	8.46%	3.15%	2.31%	8.31%	2.86%
	Salt Lake City	4.71%	11.54%	4.99%	4.49%	8.83%	6.05%
	Seattle	8.76%	16.17%	11.60%	13.09%	15.30%	8.27%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blankcells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

Appendix D: Already Missed Service Standard by Last Processing Operation

As requested by the Commission, the percentage of EXFC First-Class Mail Single-Piece Letters/Postcards that have already missed service standard by Last Processing Operation (LPO) is shown below, disaggregated by District and service standard.

Percentage of First-Class Mail Single-Piece Letters/Postcards that Already Missed Service Standard by Last Processing Operation

Area/District	Service Standard	1		2						3 to 5					
		Fiscal Year		15		15		16		15				16	
	Quarter	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2	Q3	Q4	Q1	Q2
Capital Metro	Atlanta	0.74%	1.41%	1.59%	4.76%	2.19%	3.33%	2.30%	2.24%	9.71%	28.00%	20.40%	11.50%	12.59%	13.77%
	Baltimore	1.67%		2.63%	8.65%	2.20%	1.63%	2.44%	7.83%	14.40%	39.60%	16.25%	14.55%	17.19%	28.34%
	Capital	0.56%		1.61%	10.40%	2.52%	2.92%	4.67%	7.74%	10.28%	41.97%	15.85%	12.45%	20.46%	25.47%
	Greater South Carolina	0.37%		1.85%	2.62%	2.54%	1.79%	3.05%	2.27%	11.40%	31.80%	23.33%	17.45%	20.78%	15.40%
	Greensboro	0.93%	2.94%	3.15%	3.65%	2.79%	2.28%	3.60%	4.70%	14.20%	29.77%	17.50%	13.96%	21.58%	18.97%
	Mid-Carolinas	0.61%	5.26%	2.58%	4.21%	1.95%	2.52%	2.14%	1.89%	11.37%	28.64%	18.16%	15.23%	16.05%	12.75%
	Northern Virginia	0.25%	3.37%	1.56%	5.97%	1.65%	1.86%	3.02%	5.10%	10.35%	30.71%	14.70%	11.91%	20.27%	22.56%
	Richmond	0.50%		3.07%	7.67%	4.42%	1.95%	2.38%	2.91%	9.85%	33.19%	17.66%	14.74%	16.53%	17.00%
Eastern	Appalachian	0.59%		3.19%	2.46%	1.74%	0.96%	2.71%	3.33%	11.16%	20.44%	9.78%	10.52%	15.95%	14.02%
	Central Pennsylvania	1.20%		2.96%	3.75%	2.48%	1.32%	2.28%	3.39%	15.23%	27.62%	20.95%	13.46%	16.31%	15.19%
	Kentuckiana	0.47%		2.48%	2.98%	1.20%	1.35%	2.61%	1.31%	11.47%	27.54%	13.92%	11.51%	17.50%	15.73%
	Northern Ohio	0.75%		1.70%	2.71%	2.71%	2.13%	2.63%	2.95%	9.55%	25.85%	17.69%	11.60%	16.73%	12.76%
	Ohio Valley	1.09%	1.61%	3.87%	2.04%	1.25%	1.89%	2.28%	1.74%	9.59%	21.42%	13.67%	11.99%	14.40%	12.03%
	Philadelphia Metro	0.26%		1.90%	5.43%	2.74%	2.06%	2.80%	5.48%	10.71%	25.01%	16.16%	14.22%	15.10%	17.91%
	South Jersey	0.14%		2.97%	4.71%	1.40%	1.43%	2.55%	3.46%	11.18%	29.09%	19.64%	13.89%	11.67%	14.74%
	Tennessee	0.62%		3.11%	3.24%	1.13%	1.24%	2.30%	1.84%	10.43%	35.04%	18.09%	12.86%	17.92%	15.42%
	Western New York	0.32%		4.18%	2.04%	1.07%	1.73%	1.77%	1.05%	13.78%	22.30%	12.66%	10.32%	17.18%	14.02%
Great Lakes	Western Pennsylvania	0.51%	4.00%	2.49%	1.70%	0.82%	1.19%	1.27%	1.31%	7.09%	14.31%	8.85%	8.41%	9.94%	10.94%
	Central Illinois	0.51%	2.04%	3.62%	4.17%	2.35%	2.19%	2.46%	2.40%	11.22%	32.35%	16.58%	14.18%	17.15%	13.93%
	Chicago	0.66%	4.00%	0.69%	16.09%	2.21%	2.51%	3.09%	3.72%	8.44%	54.41%	16.00%	15.71%	23.33%	29.11%
	Detroit	3.43%	7.14%	2.50%	5.08%	3.05%	4.09%	3.48%	3.91%	12.83%	25.04%	15.48%	11.73%	14.82%	15.90%
	Gateway	1.08%	6.98%	8.14%	6.46%	3.47%	3.67%	2.70%	2.16%	16.51%	35.06%	21.52%	14.96%	17.04%	15.03%
	Greater Indiana	1.41%	3.03%	4.27%	4.54%	3.76%	3.33%	2.97%	2.27%	11.79%	25.72%	17.58%	15.33%	19.74%	14.61%
	Greater Michigan	1.69%		2.83%	5.06%	3.12%	2.41%	2.79%	2.56%	12.87%	35.37%	19.37%	17.07%	20.60%	16.74%
	Lakeland	0.72%	3.64%	5.78%	6.03%	3.36%	1.48%	2.13%	2.81%	19.00%	42.84%	21.74%	13.88%	20.23%	15.25%
Northeast	Albany	2.08%		3.81%	8.34%	5.46%	3.86%	4.22%	2.58%	15.61%	36.21%	22.77%	16.99%	20.68%	16.92%
	Caribbean	0.04%	4.55%	0.05%	0.64%	1.26%	1.12%	0.88%	0.73%	16.24%	40.01%	24.65%	27.97%	36.14%	33.49%
	Connecticut Valley	1.70%		2.51%	8.33%	4.06%	2.93%	2.70%	2.33%	12.90%	37.98%	21.60%	12.97%	17.45%	16.40%
	Greater Boston	0.38%	3.51%	2.32%	9.63%	3.45%	2.63%	3.56%	2.43%	12.40%	37.57%	21.09%	13.68%	18.13%	16.22%
	Long Island	0.40%	2.86%	2.22%	12.88%	3.40%	2.07%	3.39%	2.84%	15.03%	42.01%	23.15%	16.92%	21.96%	20.50%
	New York	0.29%		2.31%	24.51%	4.66%	3.66%	6.41%	5.13%	12.99%	58.00%	27.98%	23.44%	29.65%	25.05%
	Northern New England	0.57%	2.27%	1.59%	5.45%	2.36%	1.78%	2.53%	1.87%	16.31%	41.40%	30.37%	23.55%	20.21%	14.88%
	Northern New Jersey	0.51%		3.11%	5.68%	2.28%	2.44%	3.61%	3.76%	8.95%	31.80%	21.09%	13.95%	16.52%	13.58%
	Triboro	2.63%	2.04%	1.69%	12.73%	7.17%	12.12%	9.83%	7.76%	16.39%	45.44%	33.69%	51.41%	39.73%	35.67%
	Westchester	2.70%		1.72%	18.33%	9.29%	4.75%	4.22%	3.82%	11.88%	43.81%	28.22%	20.21%	21.31%	18.61%
Pacific	Bay-Valley	0.78%	7.02%	1.58%	4.27%	2.71%	1.97%	2.96%	2.96%	13.01%	28.32%	14.91%	10.38%	16.59%	10.92%
	Honolulu	0.71%	7.69%		1.48%	0.22%	0.25%	3.50%	0.26%	17.77%	31.77%	13.22%	14.71%	18.61%	15.49%
	Los Angeles	1.40%		1.46%	20.49%	5.18%	4.24%	6.83%	5.77%	15.97%	52.94%	32.57%	20.05%	30.35%	23.57%
	Sacramento	0.54%	7.41%	1.84%	3.86%	2.43%	1.36%	2.34%	2.27%	8.08%	25.26%	15.54%	9.51%	14.02%	10.61%
	San Diego	1.08%		2.17%	7.05%	2.89%	2.98%	4.41%	2.26%	13.26%	36.88%	22.17%	16.73%	20.13%	15.04%
	San Francisco	1.55%	9.09%	2.21%	4.92%	2.44%	1.30%	3.66%	2.14%	15.91%	28.87%	17.55%	14.42%	17.45%	13.10%
	Santa Ana	0.69%		1.92%	6.66%	5.62%	0.97%	2.02%	1.73%	15.27%	40.32%	29.52%	11.72%	17.22%	12.19%
	Sierra Coastal	0.66%		1.27%	2.87%	0.98%	1.17%	1.52%	1.02%	13.91%	22.17%	15.53%	10.67%	14.25%	10.50%
Southern	Alabama	0.49%	16.67%	2.49%	3.37%	1.29%	1.29%	1.77%	1.46%	13.23%	27.33%	16.11%	17.64%	17.66%	16.71%
	Arkansas	0.35%	2.65%	1.68%	4.69%	1.49%	1.65%	2.62%	2.74%	10.42%	29.29%	15.54%	15.50%	21.83%	17.56%
	Dallas	0.60%	1.85%	2.92%	6.14%	2.11%	3.15%	3.51%	2.50%	8.85%	34.03%	19.02%	20.29%	16.11%	17.06%
	Fort Worth	0.39%		1.02%	4.51%	1.59%	1.83%	2.74%	1.93%	10.61%	31.00%	14.43%	14.34%	18.30%	13.14%
	Gulf Atlantic	0.82%		3.60%	2.33%	1.08%	1.43%	1.83%	2.56%	10.20%	35.17%	16.71%	13.35%	16.33%	14.74%
	Houston	2.52%	7.50%	3.68%	9.18%	4.95%	3.73%	6.44%	3.29%	28.93%	49.83%	37.23%	25.31%	35.66%	23.86%
	Louisiana	0.38%		1.79%	3.60%	1.41%	1.38%	1.87%	1.50%	10.42%	30.04%	13.01%	12.67%	19.69%	13.70%
	Mississippi	0.65%		2.10%	2.89%	1.07%	1.44%	2.48%	1.40%	8.61%	29.68%	17.19%	14.91%	18.42%	15.41%
	Oklahoma	0.11%		1.21%	2.68%	0.76%	0.80%	1.18%	1.23%	7.94%	28.48%	12.74%	11.82%	16.15%	12.32%
	Rio Grande	0.62%		2.49%	5.96%	2.49%	2.38%	2.45%	2.21%	10.77%	35.08%	16.83%	15.24%	19.38%	15.70%
	South Florida	0.41%	2.00%	1.41%	5.80%	0.50%	1.01%	1.98%	1.37%	24.47%	53.90%	21.77%	13.21%	16.50%	15.54%
	Suncoast	0.81%		0.85%	3.31%	0.97%	1.11%	1.50%	1.85%	14.56%	41.66%	20.85%	14.30%	17.07%	14.18%
	Westem	0.19%		0.78%	0.37%	0.14%	0.80%	1.14%	0.68%	11.79%	9.22%	4.16%	4.69%	8.30%	4.84%
Western	Alaska	1.22%	1.72%	0.81%	2.20%	0.33%	1.30%	1.70%	2.08%	8.46%	25.46%	10.93%	10.12%	16.15%	15.55%
	Central Plains	0.99%		2.20%	1.27%	1.71%	1.97%	3.04%	2.55%	13.18%	23.56%	14.18%	14.83%	18.01%	13.74%
	Colorado/Wyoming	1.84%	3.92%	1.40%	4.50%	2.11%	2.84%	6.36%	7.57%	13.81%	35.91%	21.37%	25.79%	33.53%	31.90%
	Dakotas	0.79%	4.76%	3.13%	3.42%	2.10%	2.14%	3.88%	2.57%	20.82%	34.87%	23.63%	19.76%	27.81%	20.86%
	Hawkeye	0.82%	2.33%	1.88%	3.36%	1.75%	2.29%	3.58%	1.91%	12.43%	27.23%	15.29%	13.01%	19.09%	15.99%
	Mid-America	0.51%	2.50%	3.64%	3.20%	2.46%	2.52%	3.14%	2.70%	14.49%	32.17%	22.46%	22.04%	23.81%	19.18%
	Nevada-Sierra	0.49%		3.54%	3.97%	1.40%	1.07%	2.48%	1.10%	5.29%	19.26%	9.73%	6.78%	11.35%	8.81%
	Northland	1.86%	1.89%	1.93%	4.84%	3.28%	2.97%	3.91%	4.52%	11.52%	23.14%	16.76%	18.84%	24.27%	21.83%
	Portland	1.21%	4.35%	2.83%	1.34%	1.54%	1.18%	3.50%	2.12%	13.33%	23.97%	12.94%	10.01%	19.14%	12.89%
	Salt Lake City	0.92%	2.70%	1.86%	1.36%	1.37%	2.64%	1.31%	0.89%	14.58%	27.27%	18.55%	10.83%	18.57%	14.28%
	Seattle	0.67%	2.04%	1.62%	2.13%	2.08%	2.75%	5.49%	4.31%	12.54%	30.41%	21.00%	19.81%	24.57%	17.53%

Source: TTMS First Class Mail Reports, Root Cause Failure Analysis Reports

Note: Blank cells indicate that no failures (0%) were attributed to the specified delay for the given District, service standard, and time period.

Appendix E: MMP WIP Cycle Time

The MMP WIP cycle time is shown below, as measured from origin to primary destination processing. For FY 2016 to-date, the national average cycle time is 27.28 hours.

MMP WIP Cycle Time Report FY: 2016, MODS Date: 10/01/15 - 06/21/16

Origination	Destination Area	Destination District	Average Cycle Time (Hours)
NATIONAL	CAPITAL METRO	ATLANTA	23.57
NATIONAL	CAPITAL METRO	BALTIMORE	24.89
NATIONAL	CAPITAL METRO	CAPITAL	32.25
NATIONAL	CAPITAL METRO	GREATER S CAROLINA	29.21
NATIONAL	CAPITAL METRO	GREENSBORO	24.37
NATIONAL	CAPITAL METRO	MID-CAROLINAS	22.67
NATIONAL	CAPITAL METRO	NORTHERN VIRGINIA	28.36
NATIONAL	CAPITAL METRO	RICHMOND	28.08
NATIONAL	EASTERN	APPALACHIAN	26.60
NATIONAL	EASTERN	CENTRAL PENNSYLVANIA	25.20
NATIONAL	EASTERN	EASTERN AREACLUS	71.62
NATIONAL	EASTERN	KENTUCKIANA	34.15
NATIONAL	EASTERN	NORTHERN OHIO	24.22
NATIONAL	EASTERN	OHIO VALLEY	32.33
NATIONAL	EASTERN	PHILADELPHIA	32.14
NATIONAL	EASTERN	SOUTH JERSEY	27.79
NATIONAL	EASTERN	TENNESSEE	35.93
NATIONAL	EASTERN	WESTERN NEW YORK	35.75
NATIONAL	EASTERN	WESTERN PENNSYLVANIA	27.35
NATIONAL	GREAT LAKES	CENTRAL ILLINOIS	24.60
NATIONAL	GREAT LAKES	CHICAGO	30.73
NATIONAL	GREAT LAKES	DETROIT	24.25
NATIONAL	GREAT LAKES	GATEWAY	23.90
NATIONAL	GREAT LAKES	GREATER INDIANA	24.69
NATIONAL	GREAT LAKES	GREATER MICHIGAN	23.37
NATIONAL	GREAT LAKES	LAKE LAND	23.42
NATIONAL	NORTHEAST	ALBANY	23.66
NATIONAL	NORTHEAST	CARIBBEAN	54.84
NATIONAL	NORTHEAST	CONNECTICUT VALLEY	20.31
NATIONAL	NORTHEAST	GREATER BOSTON	21.25
NATIONAL	NORTHEAST	LONG ISLAND	17.34
NATIONAL	NORTHEAST	NEW YORK CITY	23.64
NATIONAL	NORTHEAST	NORTHEAST AREACLUS	27.39
NATIONAL	NORTHEAST	NORTHERN NEW ENGLAND	25.77
NATIONAL	NORTHEAST	NORTHERN NEW JERSEY	27.21
NATIONAL	NORTHEAST	TRIBORO	20.24
NATIONAL	NORTHEAST	WESTCHESTER	20.96
NATIONAL	PACIFIC	BAY-VALLEY	29.56
NATIONAL	PACIFIC	HONOLULU	21.43
NATIONAL	PACIFIC	LOS ANGELES	24.12
NATIONAL	PACIFIC	SACRAMENTO	28.92
NATIONAL	PACIFIC	SAN DIEGO	32.21
NATIONAL	PACIFIC	SAN FRANCISCO	33.52
NATIONAL	PACIFIC	SANTA ANA	26.73
NATIONAL	PACIFIC	SIERRA COASTAL	25.91

Origination	Destination Area	Destination District	Average Cycle Time (Hours)
NATIONAL	SOUTHERN	ALABAMA	22.73
NATIONAL	SOUTHERN	ARKANSAS	38.46
NATIONAL	SOUTHERN	DALLAS	27.46
NATIONAL	SOUTHERN	FORT WORTH	26.86
NATIONAL	SOUTHERN	GULF ATLANTIC	29.00
NATIONAL	SOUTHERN	HOUSTON	24.87
NATIONAL	SOUTHERN	LOUISIANA	31.16
NATIONAL	SOUTHERN	MISSISSIPPI	32.13
NATIONAL	SOUTHERN	RIO GRANDE	32.92
NATIONAL	SOUTHERN	SOUTH FLORIDA	26.86
NATIONAL	SOUTHERN	SUNCOAST	30.57
NATIONAL	WESTERN	ALASKA	35.93
NATIONAL	WESTERN	ARIZONA	34.02
NATIONAL	WESTERN	CENTRAL PLAINS	36.09
NATIONAL	WESTERN	COLO./WYOMING	30.38
NATIONAL	WESTERN	DAKOTAS	39.41
NATIONAL	WESTERN	HAWKEYE	28.62
NATIONAL	WESTERN	MID-AMERICA	22.63
NATIONAL	WESTERN	NEVADA-SIERRA	28.64
NATIONAL	WESTERN	PORTLAND	29.21
NATIONAL	WESTERN	SALT LAKE CITY	39.37
NATIONAL	WESTERN	SEATTLE	32.52
NATIONAL	NATIONAL	NATIONAL TOTAL	27.28

Source: MIRS MMP Cycle Time Report

Appendix F: Facilities With Above Average MMP WIP Cycle Time

Facilities with above average MMP WIP cycle time are shown below, as measured from origin to primary destination processing.

Facilities With Above Average MMP WIP Cycle Time

FY: 2016, MODS Date: 10/01/15 - 06/21/16

Origination	Destination Area	Destination District	Destination Facility
NATIONAL	CAPITAL METRO	ATLANTA	PEACHTREE GA P&DC
NATIONAL	CAPITAL METRO	BALTIMORE	EASTERN SHORE MD P&DF
NATIONAL	CAPITAL METRO	CAPITAL	CURSEEN/MORRIS P&DC
NATIONAL	CAPITAL METRO	CAPITAL	SOUTHERN MD P&DC
NATIONAL	CAPITAL METRO	CAPITAL	SUBURBAN MD P&DC
NATIONAL	CAPITAL METRO	GREATER S CAROLINA	CHARLESTON SC P&DF
NATIONAL	CAPITAL METRO	GREATER S CAROLINA	COLUMBIA SC P&DC
NATIONAL	CAPITAL METRO	GREENSBORO	ROCKY MOUNT NC P&DF
NATIONAL	CAPITAL METRO	MID-CAROLINAS	MID-CAROLINA NC P&DC
NATIONAL	CAPITAL METRO	NORTHERN VIRGINIA	MERRIFIELD VA P&DC
NATIONAL	CAPITAL METRO	RICHMOND	RICHMOND VA P&DC_1
NATIONAL	EASTERN	APPALACHIAN	CHARLESTON WV P&DC
NATIONAL	EASTERN	CENTRAL PENNSYLVANIA	LANCASTER PA P&DC
NATIONAL	EASTERN	CENTRAL PENNSYLVANIA	LEHIGH VALLEY PA P&DF
NATIONAL	EASTERN	CENTRAL PENNSYLVANIA	SCRANTON PA P&DF
NATIONAL	EASTERN	EASTERN AREACUS	PENNWOOD PLACE PA P&DC
NATIONAL	EASTERN	KENTUCKIANA	EVANSVILLE IN MPA
NATIONAL	EASTERN	KENTUCKIANA	LEXINGTON KY P&DC
NATIONAL	EASTERN	KENTUCKIANA	LOUISVILLE KY P&DC
NATIONAL	EASTERN	NORTHERN OHIO	Cleveland OH FSS Annex
NATIONAL	EASTERN	NORTHERN OHIO	TOLEDO OH P&DC
NATIONAL	EASTERN	OHIO VALLEY	CINCINNATI OH P&DC
NATIONAL	EASTERN	OHIO VALLEY	COLUMBUS OH FSS ANNEX
NATIONAL	EASTERN	OHIO VALLEY	COLUMBUS OH P&DC
NATIONAL	EASTERN	OHIO VALLEY	DAYTON OH P&DC
NATIONAL	EASTERN	PHILADELPHIA	PHILADELPHIA P&DC
NATIONAL	EASTERN	SOUTH JERSEY	DELAWARE P&DC
NATIONAL	EASTERN	SOUTH JERSEY	SOUTH JERSEY P&DC
NATIONAL	EASTERN	TENNESSEE	CHATTANOOGA TN P&DC
NATIONAL	EASTERN	TENNESSEE	JOHNSON CITY TN P&DF
NATIONAL	EASTERN	TENNESSEE	KNOXVILLE TN P&DC
NATIONAL	EASTERN	TENNESSEE	MEMPHIS TN P&DC
NATIONAL	EASTERN	TENNESSEE	NASHVILLE TN P&DC
NATIONAL	EASTERN	WESTERN NEW YORK	BUFFALO NY P&DC
NATIONAL	EASTERN	WESTERN NEW YORK	NORTHWEST ROCHESTER NY P&DC
NATIONAL	EASTERN	WESTERN NEW YORK	ROCHESTER NY P&DC
NATIONAL	EASTERN	WESTERN PENNSYLVANIA	ALTOONA PA P&DF
NATIONAL	EASTERN	WESTERN PENNSYLVANIA	PITTSBURGH PA P&DC
NATIONAL	GREAT LAKES	CHICAGO	CARDISS COLLINS IL P&DC
NATIONAL	GREAT LAKES	GATEWAY	MID MISSOURI MO P&DF
NATIONAL	GREAT LAKES	GATEWAY	SPRINGFIELD IL P&DC
NATIONAL	GREAT LAKES	GREATER INDIANA	FORT WAYNE IN P&DC
NATIONAL	GREAT LAKES	GREATER INDIANA	GARY IN P&DC
NATIONAL	GREAT LAKES	GREATER INDIANA	MUNCIE IN P&DF
NATIONAL	GREAT LAKES	GREATER INDIANA	SOUTH BEND IN P&DF
NATIONAL	GREAT LAKES	GREATER MICHIGAN	GRAND RAPIDS MI ANNEX
NATIONAL	GREAT LAKES	GREATER MICHIGAN	TRAVERSE CITY MI P&DF
NATIONAL	GREAT LAKES	LAKELAND	WAUSAU WI P&DF

Origination	Destination Area	Destination District	Destination Facility
NATIONAL	NORTHEAST	CARIBBEAN	SAN JUAN PR P&DC
NATIONAL	NORTHEAST	CONNECTICUT VALLEY	PROVIDENCE RI P&DC
NATIONAL	NORTHEAST	CONNECTICUT VALLEY	SOUTHERN CT P&DC
NATIONAL	NORTHEAST	CONNECTICUT VALLEY	SPRINGFIELD MA P&DC
NATIONAL	NORTHEAST	NEW YORK CITY	BRONX NY P&DC
NATIONAL	NORTHEAST	NORTHEAST AREACUS	NEW JERSEY NJ IMF
NATIONAL	NORTHEAST	NORTHEAST AREACUS	NY ISC-JFK
NATIONAL	NORTHEAST	NORTHERN NEW ENGLAND	BURLINGTON VT P&DF
NATIONAL	NORTHEAST	NORTHERN NEW ENGLAND	EASTERN MAINE P&DF
NATIONAL	NORTHEAST	NORTHERN NEW ENGLAND	SOUTHERN MAINE P&DC
NATIONAL	NORTHEAST	NORTHERN NEW ENGLAND	WHITE RIVER JUNCTION VT P&DC
NATIONAL	NORTHEAST	NORTHERN NEW JERSEY	NORTHERN NJ METRO P&DC
NATIONAL	NORTHEAST	WESTCHESTER	MID HUDSON NY P&DC
NATIONAL	PACIFIC	BAY-VALLEY	OAKLAND CA P&DC
NATIONAL	PACIFIC	BAY-VALLEY	SAN JOSE CA P&DC
NATIONAL	PACIFIC	HONOLULU	BARRIGADA GU
NATIONAL	PACIFIC	SACRAMENTO	FRESNO CA P&DC
NATIONAL	PACIFIC	SACRAMENTO	REDDING CA PO
NATIONAL	PACIFIC	SACRAMENTO	SACRAMENTO CA P&DC
NATIONAL	PACIFIC	SAN DIEGO	ML SELLERS CA P&DC
NATIONAL	PACIFIC	SAN DIEGO	SAN BERNARDINO CA P&DC
NATIONAL	PACIFIC	SAN FRANCISCO	NORTH BAY CA P&DC
NATIONAL	PACIFIC	SAN FRANCISCO	SAN FRANCISCO CA P&DC
NATIONAL	PACIFIC	SANTA ANA	INDUSTRY CA P&DC
NATIONAL	PACIFIC	SANTA ANA	SANTA ANA CA P&DC
NATIONAL	PACIFIC	SIERRA COASTAL	BAKERSFIELD CA P&DC
NATIONAL	PACIFIC	SIERRA COASTAL	VAN NUYS CA FSS ANNEX
NATIONAL	SOUTHERN	ALABAMA	BIRMINGHAM AL ANNEX
NATIONAL	SOUTHERN	ALABAMA	HUNTSVILLE AL P&DF
NATIONAL	SOUTHERN	ALABAMA	MOBILE AL P&DC
NATIONAL	SOUTHERN	ALABAMA	MONTGOMERY AL P&DC
NATIONAL	SOUTHERN	ARKANSAS	FAYETTEVILLE AR P&DF
NATIONAL	SOUTHERN	ARKANSAS	LITTLE ROCK AR P&DC
NATIONAL	SOUTHERN	DALLAS	DALLAS TX P&DC
NATIONAL	SOUTHERN	FORT WORTH	ABILENE TX P&DF
NATIONAL	SOUTHERN	FORT WORTH	AMARILLO TX P&DF
NATIONAL	SOUTHERN	FORT WORTH	LUBBOCK TX P&DF
NATIONAL	SOUTHERN	GULF ATLANTIC	AUGUSTA GA P&DF
NATIONAL	SOUTHERN	GULF ATLANTIC	GAINESVILLE FL P&DF
NATIONAL	SOUTHERN	GULF ATLANTIC	HOLT AVE ANNEX GA
NATIONAL	SOUTHERN	GULF ATLANTIC	JACKSONVILLE FL P&DC
NATIONAL	SOUTHERN	GULF ATLANTIC	PENSACOLA FL P&DC
NATIONAL	SOUTHERN	GULF ATLANTIC	TALLAHASSEE FL P&DF
NATIONAL	SOUTHERN	LOUISIANA	BATON ROUGE LA P&DC
NATIONAL	SOUTHERN	LOUISIANA	LAFAYETTE LA P&DF
NATIONAL	SOUTHERN	LOUISIANA	NEW ORLEANS LA P&DC
NATIONAL	SOUTHERN	MISSISSIPPI	GRENADA MS CSF
NATIONAL	SOUTHERN	MISSISSIPPI	GULFPORT MS P&DC
NATIONAL	SOUTHERN	MISSISSIPPI	HATTIESBURG MS PO
NATIONAL	SOUTHERN	MISSISSIPPI	JACKSON MS P&DC
NATIONAL	SOUTHERN	OKLAHOMA	OKLAHOMA CITY OK P&DC
NATIONAL	SOUTHERN	OKLAHOMA	TULSA OK P&DC

Origination	Destination Area	Destination District	Destination Facility
NATIONAL	SOUTHERN	RIO GRANDE	CORPUS CHRISTI TX P&DC
NATIONAL	SOUTHERN	RIO GRANDE	EL PASO TX P&DC
NATIONAL	SOUTHERN	RIO GRANDE	MCALLEN TX PO
NATIONAL	SOUTHERN	RIO GRANDE	MIDLAND TX P&DF
NATIONAL	SOUTHERN	RIO GRANDE	SAN ANTONIO TX P&DC
NATIONAL	SOUTHERN	SOUTH FLORIDA	ROYAL PALM FL P&DC
NATIONAL	SOUTHERN	SOUTH FLORIDA	WEST PALM BEACH FL P&DC
NATIONAL	SOUTHERN	SUNCOAST	FORT MYERS FL P&DC
NATIONAL	SOUTHERN	SUNCOAST	MANASOTA FL P&DC
NATIONAL	SOUTHERN	SUNCOAST	MID-FLORIDA P&DC
NATIONAL	SOUTHERN	SUNCOAST	ORLANDO FL P&DC
NATIONAL	SOUTHERN	SUNCOAST	SEMINOLE FL P&DC
NATIONAL	WESTERN	ALASKA	ANCHORAGE AK P&DC
NATIONAL	WESTERN	ALASKA	JUNEAU AK PO
NATIONAL	WESTERN	ARIZONA	PHOENIX AZ P&DC
NATIONAL	WESTERN	ARIZONA	TUCSON AZ P&DC
NATIONAL	WESTERN	ARIZONA	WEST VALLEY AZ P&DC
NATIONAL	WESTERN	CENTRAL PLAINS	LINCOLN NE P&DF
NATIONAL	WESTERN	CENTRAL PLAINS	NORFOLK NE P&DF
NATIONAL	WESTERN	CENTRAL PLAINS	NORTH PLATTE NE
NATIONAL	WESTERN	CENTRAL PLAINS	OMAHA NE P&DC
NATIONAL	WESTERN	CENTRAL PLAINS	WICHITA KS P&DC
NATIONAL	WESTERN	COLO./WYOMING	CASPER WY PO
NATIONAL	WESTERN	COLO./WYOMING	CHEYENNE WY P&DC
NATIONAL	WESTERN	COLO./WYOMING	COLORADO SPRINGS CO P&DC
NATIONAL	WESTERN	COLO./WYOMING	DENVER CO P&DC
NATIONAL	WESTERN	COLO./WYOMING	GRAND JUNCTION CO
NATIONAL	WESTERN	DAKOTAS	BILLINGS MT P&DC
NATIONAL	WESTERN	DAKOTAS	BISMARCK ND
NATIONAL	WESTERN	DAKOTAS	FARGO ND P&DC
NATIONAL	WESTERN	DAKOTAS	GRAND FORKS ND
NATIONAL	WESTERN	DAKOTAS	GREAT FALLS MT
NATIONAL	WESTERN	DAKOTAS	MISSOULA MT
NATIONAL	WESTERN	DAKOTAS	RAPID CITY SD P&DF
NATIONAL	WESTERN	DAKOTAS	SIOUX FALLS SD
NATIONAL	WESTERN	HAWKEYE	CEDAR RAPIDS IA P&DC
NATIONAL	WESTERN	HAWKEYE	QUAD CITIES IL P&DF
NATIONAL	WESTERN	HAWKEYE	WATERLOO PLANT IA
NATIONAL	WESTERN	NEVADA-SIERRA	RENO NV P&DC
NATIONAL	WESTERN	NORTHLAND	BEMIDJI MN P&DF
NATIONAL	WESTERN	NORTHLAND	DULUTH MN P&DF
NATIONAL	WESTERN	NORTHLAND	MANKATO MN P&DF
NATIONAL	WESTERN	NORTHLAND	MINNEAPOLIS MN P&DC
NATIONAL	WESTERN	NORTHLAND	SAINT CLOUD MN
NATIONAL	WESTERN	NORTHLAND	SAINT PAUL MN P&DC - NEW
NATIONAL	WESTERN	PORTLAND	EUGENE OR P&DF
NATIONAL	WESTERN	PORTLAND	MEDFORD OR
NATIONAL	WESTERN	PORTLAND	MT HOOD OR DDC
NATIONAL	WESTERN	SALT LAKE CITY	BOISE ID
NATIONAL	WESTERN	SALT LAKE CITY	PROVO UT
NATIONAL	WESTERN	SALT LAKE CITY	SALT LAKE CITY UT P&DC
NATIONAL	WESTERN	SEATTLE	SEATTLE WA DDC-EAST
NATIONAL	WESTERN	SEATTLE	SEATTLE WA P&DC
NATIONAL	WESTERN	SEATTLE	SOUTH WA DDC
NATIONAL	WESTERN	SEATTLE	TACOMA WA P&DC
NATIONAL	WESTERN	SEATTLE	WENATCHEE WA
NATIONAL	WESTERN	SEATTLE	YAKIMA WA MPO

Source: MIRS MMP Cycle Time Report